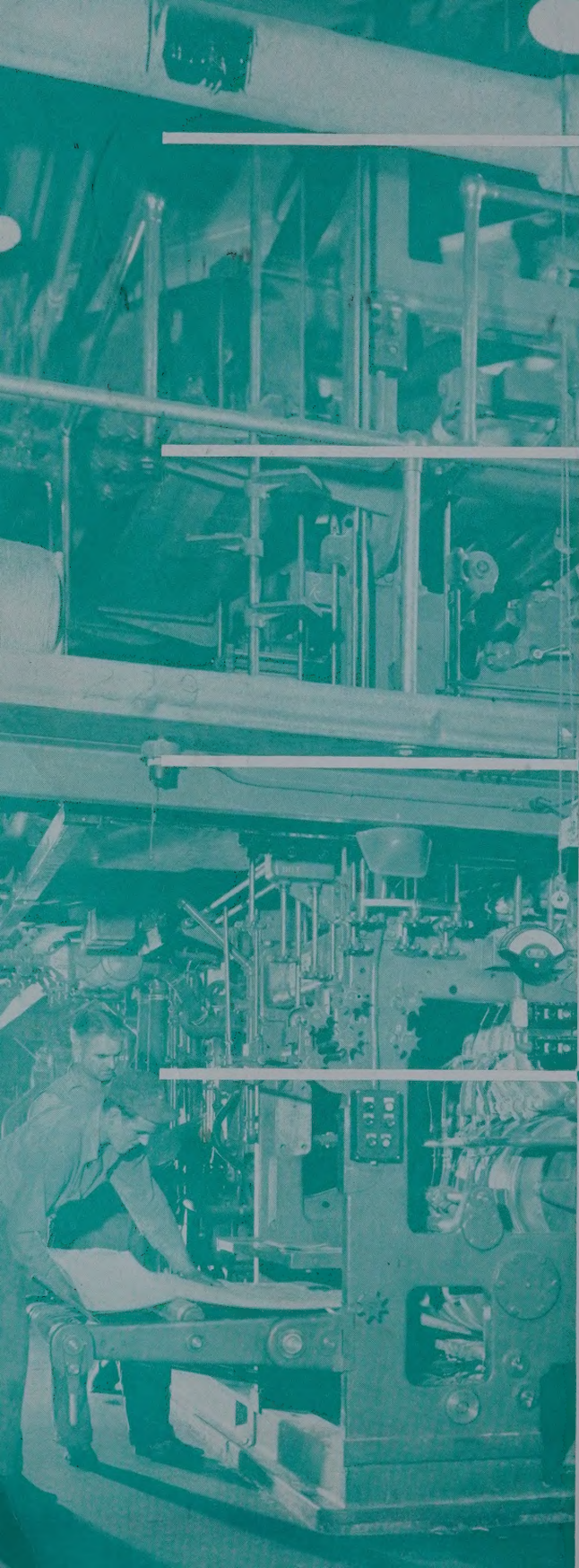


McCall People...

McCALL CORPORATION
Twenty-Five Years in Dayton
1924 • 1949



OVER



1,000,000



MAGAZINES

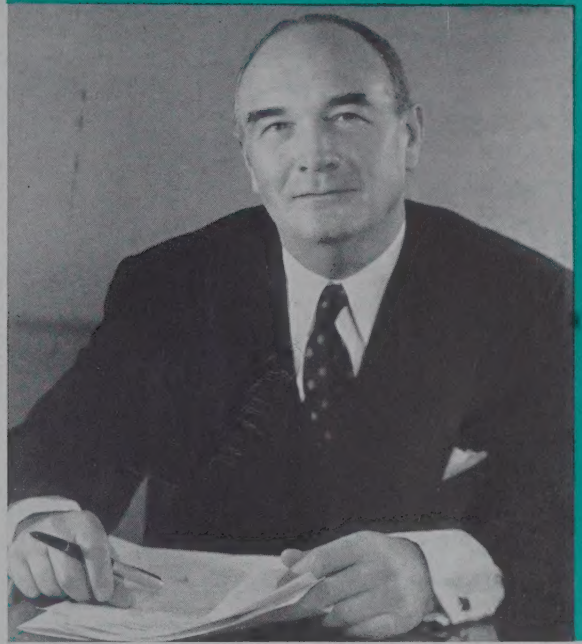


DAILY



IN ADDITION to the McCall-owned magazines (McCall's, Redbook, Blue Book, McCall Needlework, McCall Pattern Book, McCall Style News, and McCall Counter Books) which are printed in the Dayton Plant, eighteen different complete magazines are manufactured each month for fifteen of the country's leading publishers. These include The Reader's Digest, Popular Science Monthly, Outdoor Life, Newsweek, United States News & World Report, Scholastic (eight editions), Young Catholic Messenger (four editions), The Elks Magazine, Christian Herald, The American Girl, Charm, Friends, Air Force, Open Road for Boys, Child Life, Outdoors, Changing Times, Electricity on the Farm, and portions of Mademoiselle and The Progressive Farmer. The combined print order of all of these magazines totals in excess of 30,000,000 for a one-month period or, to state it more simply, the production of magazines in McCall Corporation's Dayton Plant adds up to more than 1,000,000 per day.

MARVIN PIERCE



work at McCall's? By and large I think we have. Have we been conscious of the responsibility we owe to the community in which we live? Have we as employees been made to feel that ours is a respected and needed contribution to the whole scheme of things? Have we so maintained the quality of our products that those who produce them sense a real contribution to the fuller living of those who use them? I think the answer to all of these questions is in the affirmative. It seems to me that there has been a growing realization of the mutuality of our problems on the part of all who work at McCall's. The awareness of these problems and open and frank discussion of their solutions can lead only to greater strength and greater security for us all.

I wish "Robbie" were here today to see this gathering of families, because this Plant is his monument. If we are proud to work here it is primarily because of his foresight, his courage, and his gentleness. His heart and soul were in its operation and in the welfare of its people. Throughout "Robbie's" long illness he talked constantly about the Plant's future and I know he was happy in the knowledge that its management was to be in the hands of George Sheer.

I have seen our Dayton operations many times, but I never cease wondering at the hugeness and speed and accuracy of our equipment, at the craftsmanship of our people, and at the infinite variety of our products. I look at pages and patterns being produced, but it doesn't take much imagination to see the smile on the face of the housewife in Iowa or California or New York whose living has been made a bit happier by something she has read in one of our magazines, or the pleasure in the eyes of a girl in Philadelphia or New Orleans or Sydney, Australia, at the party dress she has just made from one of our patterns.

I hope you have fun going through the Plant today and that you too have an interesting and exciting trip.

THE twenty-five years McCall Corporation has spent in Dayton provide a fair stretch of time to look back upon and ask if it has, human fallibility being given its just value, been properly spent. In such an analysis it would be simple to write of our growth in terms of the number of people employed, what has happened to the payroll, or the great increase in the quantity of magazines and patterns we produce, but the huge Plant and the modern equipment you will see today supply all the evidence of physical growth one needs. The most important proofs of time properly spent sometimes are not so obvious.

For example, have all of us connected with the Plant so conducted our affairs that people are proud to say they



George E. Sheer, General Manager, Dayton Plant

Foreword

THE growth and progress of McCall Corporation's Dayton Plant is a story of people and how they learned to live and work together. It is the story of Tom, and Dick, and Ethel, and Harry, and countless thousands of others who, working together, found untold pleasure and personal satisfaction in seeing the Corporation and the Dayton Plant take a pre-eminent position in the field of Printing and Publishing and Pattern Manufacture. Thus our reasoning in titling this booklet *McCALL PEOPLE*.

No recording of the events which transpired over the past 25 years or of conditions which exist today within the Dayton Plant would be complete were it not to list the name of our revered first General Manager, William S. Robinson. "Robbie," as he was known to almost every Dayton employee, came to McCall's when the Dayton

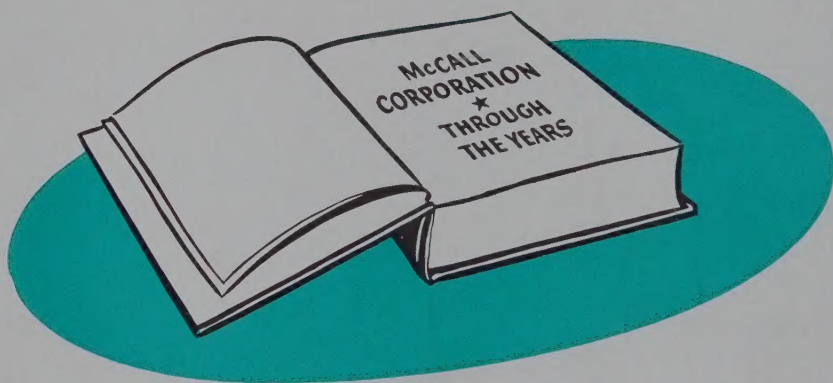


William S. Robinson

Plant first began to take shape on the mud-spattered thoroughfare then known as Eaton Street. He actively participated in and promoted every plan which had to do with the betterment and growth of the McCall Corporation in Dayton.

On August 24, 1949, "Robbie" passed on to his Eternal Rest. He lived to be just one week away from reaching the age of 68. He lived to be just two months away from participating in this Anniversary celebration we are now conducting. But, even though he is not here with us in the flesh, we are constantly reminded of the zeal and enthusiasm he brought to the Corporation every time we see or enter into the Dayton Plant. It is, as President Pierce has said, a monument to his memory.

GEORGE E. SHEER



A Story of Growth and Expansion

YEARS ago James McCall, an orphan boy, came to America along with many other immigrants from Scotland. Though no recorded facts were kept on his early life, one can fairly well imagine the hardships he must have encountered and the general pattern his existence must have followed.

While still in Scotland, James tried his hand at various odd jobs to earn his board and keep and to pay for his education. He worked for some time in a tailor shop where he served as apprentice to a tailor. James was an apt pupil

and it didn't take long for him to discover the creative skill which he possessed in his nimble fingers and he dreamed of the day when he would become proprietor of his own shop.

America seemed to James to be the only place where his dream could come true so after serving his apprenticeship he set sail for this country. He settled first in Upper New York State and later moved to Jefferson, Ohio, where he again worked in a tailor shop. James studied American fashions and absorbed every fragment of practical skill

offered him. He worked diligently to save money and, while still a very young man, saw his dream materialize and he opened his first tailor shop there in the city of Jefferson.

Being the enterprising individual that he was, James purchased one of the first sewing machines to be manufactured, thus becoming one of the first in his trade to make use of mechanical sewing equipment. In using the machine McCall discovered there were defects in the mechanism which prevented him from producing the ultimate of perfection in his garments. But he was so sold on the value of the machine that he proceeded to put his creative genius to another use and invented new parts which improved the machine's operation considerably. McCall wrote to the manufacturers, telling them of his improvements, and they invited him to New York for negotiations in which they purchased the rights to his improvements.

While in New York McCall realized the mercantile possibilities which presented themselves in that city and decided to set himself up in business there. He returned to Ohio only long enough to marry a Jefferson girl with whom he had fallen in love and then took up residence at 9 West 42nd Street, New York City. Trow's Directory of 1869 for New York City shows James McCall at that address, listed as "agent."

In 1870 Trow's Directory lists him at his first business address, 543 Broadway. Thus 1870 is the official date of the start of the McCall pattern business. As a means of

promoting the sale of McCall dress patterns, McCall's founding father started an eight-page monthly pattern and fashion periodical, *THE QUEEN*, which years later was to become *McCALL's Magazine*.

The term "agent" as applied to James McCall in 1869 refers to the fact that he was General Agent for the United States for "The Royal Chart," which was a system for drafting patterns. Other principal offices at the time were in Paris, France; Manchester, England; and Glasgow, Scotland.

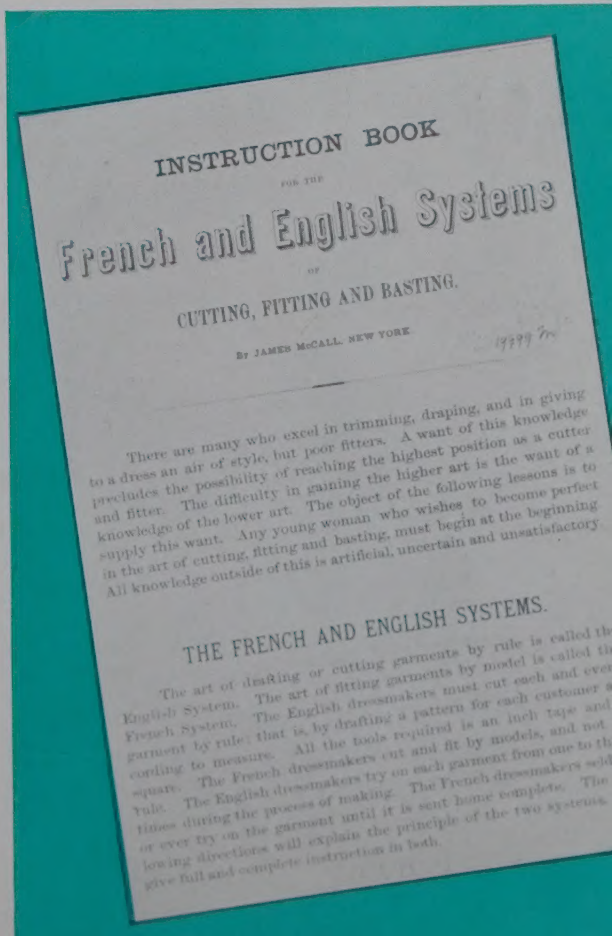
In 1881 James McCall published a book titled "Instruction Book for the French and English Systems of Cutting, Fitting and Basting" in an effort to aid both home dressmakers and those who were just beginners in the trade.

During the eighties the circulation inducement with the greatest appeal in the women's magazine field was free dress patterns. In 1888 a publication called *ARTHUR'S HOME Magazine* adopted McCall Patterns and stapled into its own issues, copies of *THE QUEEN*. The pages of *THE QUEEN*, however, were larger than those of *ARTHUR'S HOME Magazine* and so it was necessary for *THE QUEEN* to be folded. A few years later *ARTHUR'S HOME Magazine* presented *THE QUEEN* in its own regular pages, on pink-colored paper as it had always been printed. At that time \$3.00 worth of McCall Patterns was being offered as a premium with a \$1.50 yearly subscription to *ARTHUR'S HOME Magazine*. Between 1889 and 1892 the fashion supplement prepared by James McCall and Company, and

Mr. and Mrs. James McCall.



James McCall's instruction book.



bound into each issue of ARTHUR'S HOME Magazine was entirely separate and apart from THE QUEEN.

Patterns continued to grow increasingly popular and the Company grew until in 1875 it occupied an entire floor at 46 East 14th Street. But the zeal and enthusiasm with which James McCall tackled every new day, and his tireless efforts to expand his business soon had its effect on his health. On March 15, 1884, James McCall died and Mrs. McCall became president of the Company.

Mrs. May Manton was appointed editor of THE QUEEN in 1885. Her appointment made James McCall's fashion magazine speak with even greater authority than before on style as Mrs. Manton was one of the leading women of her day in the world of fashion.

The period between 1885 and 1893 was an era of successes and failures in the pattern and publishing field. In 1890 James McCall and Company was reorganized and George H. Bladworth became president. The firm name was changed to The McCall Publishing Company. The Company continued to have difficulties until in 1892 when it went bankrupt and was sold by the sheriff to Page and Ringot. Later Ringot bought out Page and founded the J. H. Ringot and Company. But the Company still did not prosper and in 1893 James H. Ottley bought out Ringot, and founded The McCall Company.

In 1893 The McCall Company was incorporated under the laws of New York State and James H. Ottley was elected a director as well as secretary and treasurer of the Company, which was then located at 46 East 14th Street.

THE QUEEN had by that time been changed to THE QUEEN OF FASHION which consisted of from eight to twenty pages illustrating the fashions of the day. The August, 1894, issue contained the first fiction story which appeared in THE QUEEN OF FASHION. The story was submitted as a result of a contest offering \$10.00 as first prize.

In May, 1896, The McCall Company offices moved from East 14th Street to quarters three times as large at 142-146 West 14th Street. The July, 1896, issue of THE QUEEN OF FASHION was the first issue to be printed with a photographic front cover. At that time the book was a large-size magazine measuring approximately 11" by 16". It consisted of sixteen pages, printed in one color throughout the entire book. The August, 1896, issue of THE QUEEN OF FASHION was the first to carry a full-page advertisement. The ad, which appeared on the back cover, described "ALMA, The Leading Canadian College for Young Women." The September, 1896, issue was published in the "regular magazine" size with color-printed covers. The new dimensions were 8" by 11" and the cover of the September issue was printed in sepia brown.

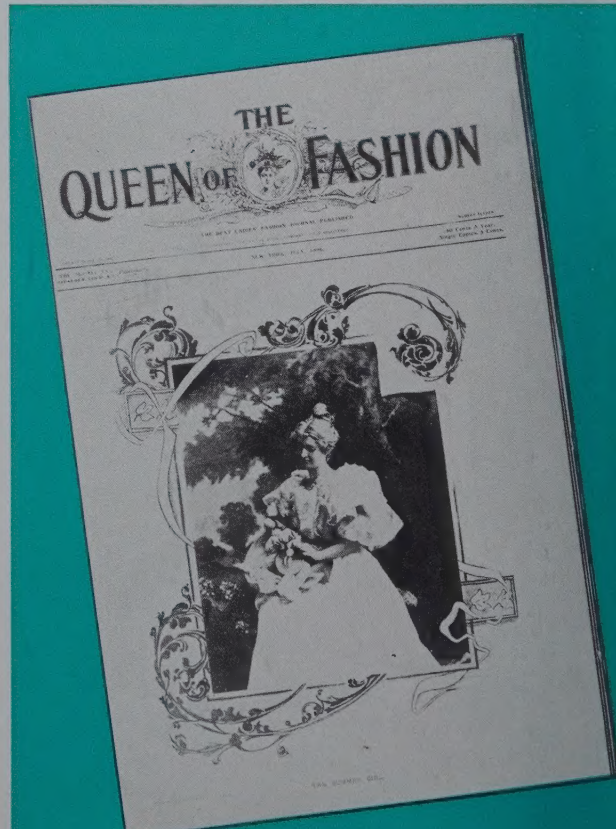
The publication name was changed from THE QUEEN OF FASHION to McCALL'S MAGAZINE, THE QUEEN OF FASHION in September, 1897, and the circulation, as listed in Ayer's Directory, was 75,000. In 1899 the single copy price was 5 cents and the subscription price was 50 cents per year. With every yearly subscription a free pattern, "The McCall Bazar Pattern—10 and 15 cents—none higher," was given.

The popularity of McCALL's Magazine was ever increas-

James McCall's pattern supplement.



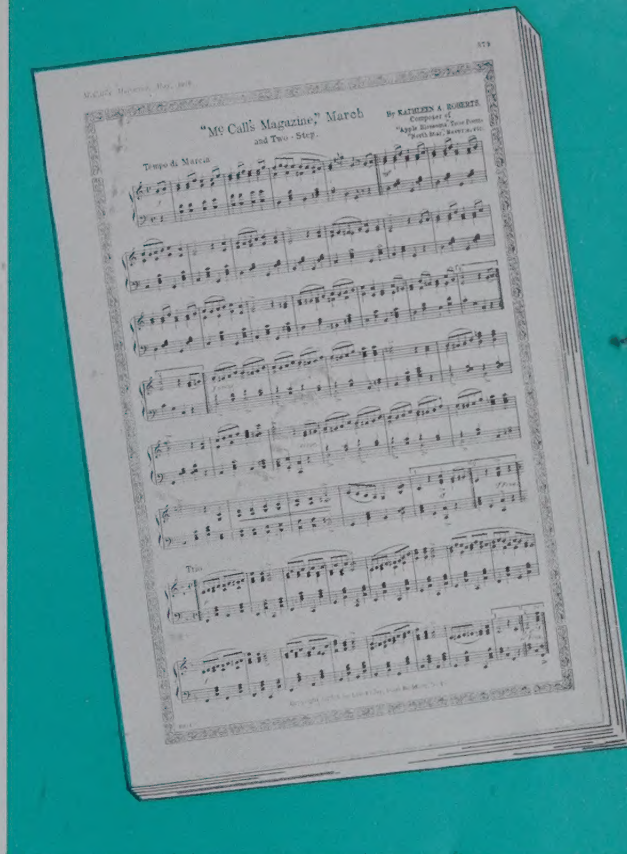
The Queen of Fashion cover for July, 1896.



ing and the circulation for 1899 averaged approximately 80,000 copies monthly. The magazine continued to grow, and in December of that year eight pages were added to the book, raising the number from 44 to 56. By September, 1903, the title, "The Queen of Fashion" had completely disappeared from the cover and the name appeared as McCall's Magazine, with a subhead, "Fashion."

Between 1893 and 1913 The McCall Company prospered financially, but competitive forces in the publishing and pattern field were now making inroads. Then publishers of other women's magazines of national prominence began revising their editorial policies and extending their circulation toward the larger centers of population, and with these improvements came the necessity for more modern equipment, larger-size magazines, and an improved editorial quality. The Company changed hands again in 1913 when James Ottley and his associates sold out to White, Weld and Company, bankers, who named Edward A. Simmons as president. This was the start of McCall Corporation, a holding company incorporated under the laws of Delaware to hold all the stock of The McCall Company. The operations of the Company between 1913 and 1915 were generally rather unsuccessful and it wasn't long before it was in debt, with a plant that was growing obsolete and with lessening public and advertising acceptance.

Even during those dark days McCall management continued to look for better times. Complete sheet music for an original composition entitled "McCall's Magazine March and Two Step" composed by Kathleen A. Roberts



Music for McCall's Magazine March.

Reproduction of first full-page ad—Alma.

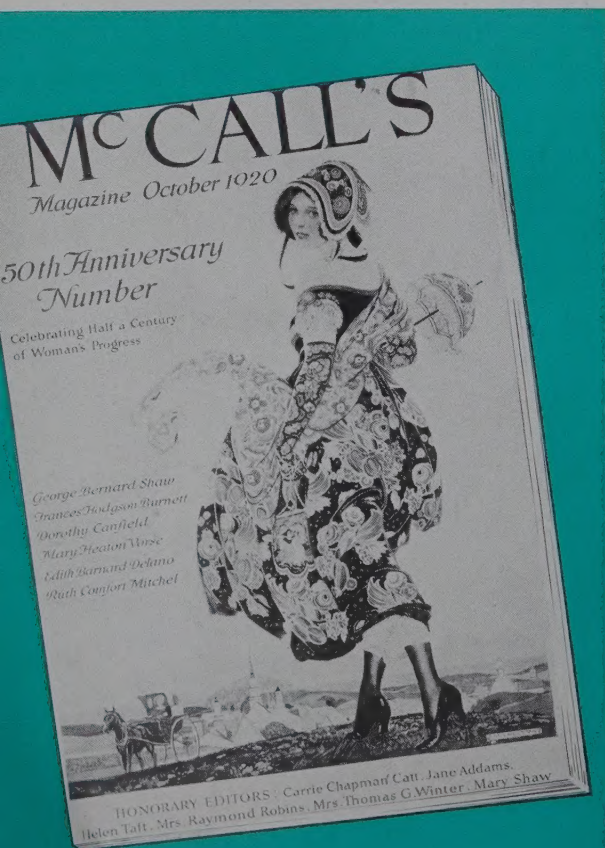
Front cover McCall's Magazine, September, 1897.





William B. Warner was named McCall president in 1919.

Front cover, McCall's 50th Anniversary Number.



was published in the May, 1910, issue, as the publication of sheet music was a popular feature in those days. Also, in an effort to discover what most pleased its reading public, the magazine offered its "If I Were Editor" contest in the January, 1914, issue. A questionnaire consisting of approximately 62 questions about McCall's Magazine was furnished, with fifteen cash prizes being offered for "suggestions and criticisms which seemed most helpful." THE McCALL BOOK OF FASHIONS, a 100-page volume filled with three months' advance styles (and described as "indispensable to the woman who sews at home") was published that year also and could be had for only five cents when bought with any fifteen cent McCall Pattern.

Two men who are still serving as directors of McCall Corporation, Henry J. Fisher and Daniel L. Streeter, were elected to the Board of Directors on February 18, 1914, and on September 30, 1915, Edward A. Simmons resigned as president and Allan H. Richardson was elected president and treasurer.

The financial outlook began to brighten in 1917 and in April of that year the magazine's single copy price was raised to ten cents and the yearly subscription to seventy-five cents. It was during this year that Mr. Fisher became Chairman of the Board, Robert C. Wilson became a director and vice-president in charge of advertising, and Oliver B. Capen became a director and secretary in charge of circulation.

In April, 1918, the page size of McCall's Magazine was enlarged to 10 $\frac{3}{4}$ " by 15 $\frac{3}{4}$ " to offer substantially the same editorial and advertising space as its major competitors, the LADIES' HOME JOURNAL, WOMAN'S HOME COMPANION, PICTORIAL REVIEW, and DELINEATOR.

The germ of an idea which was to play a major part in the promotion of McCall Patterns was first introduced at the April 29, 1919, meeting of the Board of Directors. Allan H. Richardson presented, for consideration of the Board, a plan devised by Francis Hutter for the placing of instructions and designs on patterns in type, by Offset printing, rather than the existing method of perforations in the patterns, the only way patterns were manufactured at that time. From this suggestion developed the McCall Printed Pattern. Described both as "an entirely new working plan for the home manufacturer of clothes" and "the pattern with the puzzle taken out," the new McCall Pattern got off to an auspicious start with thirty illustrations appearing in the December, 1920, issue of McCall's Magazine.

In 1919 Mr. Fisher, Mr. Capen, and Mr. Wilson sought a suitable fourth associate to become president and administrative head of the The McCall Company's entire operation. At that time McCall's Magazine was definitely considered a small-town magazine because of its wide circulation among the rural communities, and the new management realized the importance of enlarging its range of interests so as to create a more widespread market. Consequently they were exceedingly cautious in their search for a man to head up their organization. They were very fortunate in their selection of William B. Warner, who at that time was Merchandise Manager of the J. L. Hudson department store in Detroit. Mr. Warner became president and treasurer in November, 1919, bringing with him a background of wide

mercantile experience and outstanding accomplishments in and around some of the nation's largest and most successful department store centers. He knew that the successful merchandiser of any product must sense the needs of his potential buyers before they themselves were clearly aware of them; and that this was particularly true of the publisher who must translate trends in public interests and evidences of social change and economic shifts into human and individual terms, and he must know what his readers want better than they themselves know. Mr. Warner made every endeavor to fulfill those requirements.

McCALL's Magazine was the very first to use the Speed-aumat metal stencil, having cut the first one on the Speed-aumatic Multi-mailer Magazine Addressing System on April 16, 1920. The use of this addressing system was just another step forward in the Company's steady progress toward better and more efficient service to its public.

The Company celebrated its fiftieth birthday with the October, 1920, issue. In honor of the occasion this issue was called the "50th Anniversary Number" and the contents were dedicated to the achievements of womankind during the span from 1870 to 1920. Six outstanding American women acted as honorary associate editors for this jubilee edition: Carrie Chapman Catt, Jane Addams, Helen Taft, Mrs. Raymond Robins, Mrs. Thomas G. Winter, and Mary Shaw. The article of paramount interest in that issue, however, was the sparkling piece edited by George Bernard Shaw, entitled "Women Since 1860."

The progress which was being made in the printing field

was exemplified in the March, 1921, issue of McCALL's Magazine which featured fashion pages printed in four colors. This was an important improvement as it enabled the readers to better visualize how the illustrated McCall Patterns would look after the garments had been made.

It became increasingly apparent to the management of The McCall Company that the existing manufacturing facilities were sorely inadequate to cope with the increasing demand for McCALL's Magazine and the growing popularity of the McCall Printed Pattern. Consequently, in 1923, they were faced with the problem of deciding upon the most desirable location for a new plant, whether it be in New York City or some other part of the country. After much deliberation and extensive investigation it was decided that Dayton, Ohio, would be the ideal locale because of its good living and operating conditions, and its favorable location in respect to both the Company's distribution requirements, and the large, nearby paper manufacturing districts.

The December, 1923, issue of McCALL's Magazine was the last to be printed in the New York plant, for immediately after that issue was printed the tremendous task of dismantling the equipment, preparatory to the move to Dayton, was begun. This move undoubtedly was more manifest proof of the Company's growth and progress through the years than any other event which had taken place in the history of The McCall Company.

In September, 1923, ground was broken on Eaton Avenue in Dayton for the erection of the new McCall Dayton

Looking at northwest corner of building, progress on the Dayton Plant had reached this stage on February 1, 1924.



Plant. In November of that year William S. Robinson joined the McCall staff as General Manager for the Dayton Plant and assumed his duties here in March, 1924. W. J. K. Vanston had been elected to the Board of Directors in 1921, John R. Simpson in 1922, and Francis Hutter became a director in 1924.

Six issues of McCALL's Magazine were published by a contract printer in Chicago while the Dayton Plant was being constructed and the printing equipment installed, and the July, 1924, issue of McCALL's Magazine was the first to be published in the Dayton Plant. Though both the management and the employees in Dayton were aware of the inferior quality of the first printing, they were still exuberant over their success at having produced their first issue, and were confident that the quality of their printing would improve with added experience.

At this point in McCall history the tempo of events took on a greatly accelerated pace. With the establishment of the Dayton Plant and the ever-increasing popularity of McCall-printed products, the necessity for expansion and added personnel became a problem to be battled daily.

The story which follows relates in rapid-fire fashion those events which, while affecting the entire McCall organization, more directly concern themselves with the growth of the Dayton Plant over the period of the past twenty-five years.

In 1925 the Subscription Department was moved to the Dayton Plant and Eaton Avenue was officially named "McCall Street." The total number of employees on the payroll at that time was 535.

In 1926 it was decided to move the pattern operation to Dayton also, and late in that year ground was broken on which to build the new addition which was completed in the early part of 1927. Operations were handled so efficiently here that in 1928 the entire production of patterns and McCall publications was transferred to the Dayton Plant, which necessitated further enlargement of the Plant. Also, in 1928, in order to give speedier and more efficient service to the various pressrooms, McCall's began mixing and manufacturing the inks to be used in their publications. Full-color pattern envelopes were innovated at that time and the circulation of McCALL's Magazine reached a peak of two and one-quarter million.

It was in 1928 that Mr. Warner made the front pages of New York newspapers with the announcement that 23-year-old Otis L. Wiese had been named as the new editor of McCALL's Magazine.

The McCall Company prospered steadily and in 1929 it acquired REDBOOK and BLUE BOOK Magazines. The Company entered into commercial printing in 1930 by contracting with the Popular Science Publishing Company to print their magazine, POPULAR SCIENCE MONTHLY, at the Day-

Late in 1926, ground was broken for the Pattern extension, and in January, 1927, this is how the extension looked.



ton Plant. This, of course, necessitated the further enlargement of the magazine printing division to care for the increased volume.

In 1931, the Magazine Photo-Engraving Corporation (a McCall-owned subsidiary), was formed at Stamford, Connecticut, to make the original plates for McCall publications.

New separate Cut and Sew Guides for McCall Patterns were introduced in 1932 and two Harris Offset presses were purchased on which to print these instruction sheets. Also, the style of the pattern envelopes was changed that year and a new envelope machine was purchased for their manufacture.

The high standard of printing produced by The McCall Company soon drew the interest of other publication owners and between 1933 and 1938 McCall Corporation acquired contracts for NEWSWEEK, OUTDOOR LIFE, THE AMERICAN GIRL, CHRISTIAN HERALD, and SCHOLASTIC Magazines. This increase in the volume of production made it necessary to constantly enlarge the manufacturing facilities and during this time an addition was made to the building for the storage of the millions of pounds of paper which was being used each month. Also between 1933 and 1938 REDBOOK adopted a full-length popular novel in each issue, and the McCall Employees Credit Union was organized for the benefit of Dayton employees. Marvin Pierce

was elected to the Board of Directors in 1934. In 1936 a program of corporate simplification was decided upon and McCall Corporation became the operating company as it is today.

In 1938 the need for more press equipment was recognized and a 192-page Goss press was installed for printing POPULAR SCIENCE MONTHLY. In 1939, the contract for UNITED STATES NEWS was acquired, and five high-speed, double five-color presses for printing McCALL's Magazine were installed, creating the Multi-Color Department. A 32-page unit was added to the small Goss press for printing NEWSWEEK, U. S. NEWS, and SCHOLASTIC. Otis L. Wiese was elected to the Board of Directors in 1940.

In 1940-41 the contract was signed for THE ELKS Magazine and still more equipment was installed. McCall's purchased one Claybourne five-color press, a 64-page Goss high-speed press, a high-speed gathering machine (for gathering REDBOOK), a saddle stitcher and inserting machine for NEWSWEEK, and installed I.B.M. equipment to assist in the accounting operations in the Dayton Plant.

By this time McCall Corporation had its roots firmly in the ground and in 1942 was producing, for the first time in the history of the Company, one million bound books per day. They acquired the contract for YOUNG CATHOLIC MESSENGER that year also, and installed another saddle stitcher and inserting machine for NEWSWEEK.

In 1928, the entire production of Patterns was brought to Dayton, necessitating further enlargement of the Plant.



Prior to 1943 all press plates for McCall-printed publications were made at a local plate-making foundry, and though the plates were satisfactory, a great deal of time and money was unnecessarily wasted in the transportation of the plates back and forth. Consequently, in 1943 another department was added to the Dayton Plant and stereotype equipment was installed for the manufacture of press plates. The number of employees that year totaled 1,654 and McCall Corporation was listed by the government as an "essential industry." In 1943 Phillips Wyman was elected to the Board of Directors.

In 1944 wartime controls were at the height of their effect on manpower and materials and a high quality of paper and ink ingredients was hard to obtain, but McCall Corporation still managed to produce magazines which met as nearly as possible with the high standards they had set before the war. William B. Warner completed his twenty-five years of service as president of McCall Corporation that year, and William S. Robinson, General Manager of the Dayton Plant, was elected to the Board of Directors. The McCall Twenty-Year Club was organized as a means of giving recognition to those employees who had devoted so much of their time in service to McCall Corporation. The McCall Employee Retirement Plan was presented to, and approved by, the Board of Directors in 1944 and became effective in 1945.

The expansion of the various production units throughout the Dayton Plant necessitated the addition of more floor space, and in 1945 McCall Corporation began an \$11,000,000 expansion program. William S. Robinson broke ground that same year for the new building addition which was to house the Mailing Division, Stock and Order Department, Subscription Department, and the entire Pattern Manufacturing operation. McCall Corporation became the first printing firm to utilize Propane gas by installing

a standby system for its use in the Dayton Plant in 1945.

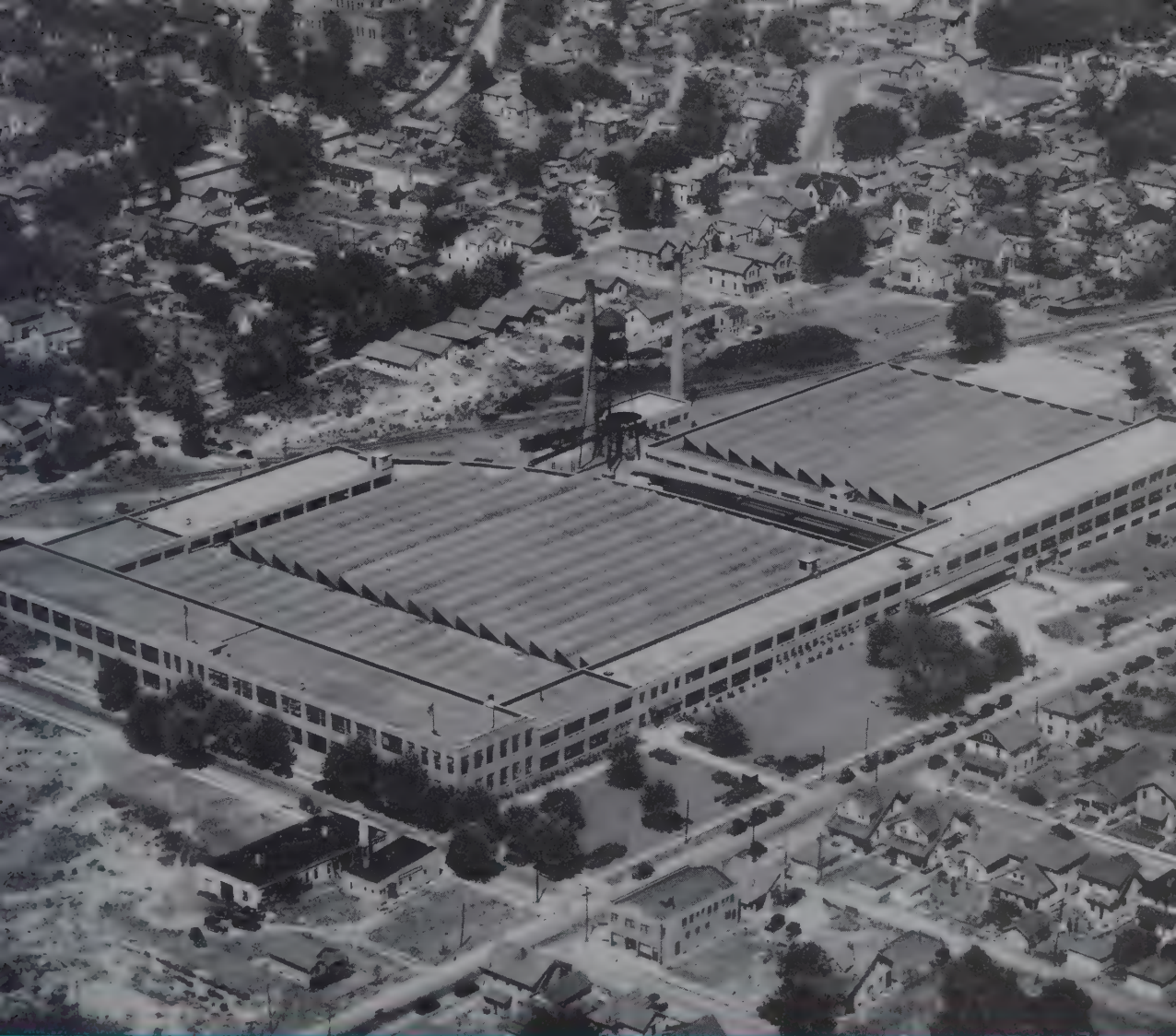
William B. Warner was named Chairman of the Board of Directors in 1946, with Marvin Pierce succeeding him as president of the Corporation. That same year Mr. Warner died. Marvin Pierce completed his twenty-five years of service with McCall Corporation in 1946, and the first of the new pressroom equipment which had been provided for in the Dayton Plant expansion program was installed, consisting of two of the three 64-page presses ordered for the Rotary Press Department.

In 1947 the new building addition was completed and occupied, increasing the total Plant floor space to 980,000 square feet. The plate-making foundry was completed that year and the first electrotype press plate was made in the Plant. S. C. Allyn was elected to the Board of Directors in 1947, also. McCall's Contract Printing Department was continually acquiring new publications, and in 1947 production was begun on OPEN ROAD FOR BOYS, OUTDOORS, CHILD LIFE, ELECTRICITY ON THE FARM, and AIR FORCE Magazines. A new 64-page rotary press and two of the four new double five-color presses for the Multi-Color Department were installed. Pattern production for that year reached a peak of 33,500,000. The Bindery equipment was fast becoming inadequate to meet with the increased production of magazines and the new press equipment, and in 1947 the first of the new equipment ordered for the Bindery was received.

The year 1948 was a big one in respect to the expansion of the Plant. Two new double five-color presses were installed in the Multi-Color Department that year, three new double five-color presses, two new 64-page two-and-five-color presses, for production of REDBOOK Magazine were installed, and the 192-page Goss press was revamped for production of four-color printing. Production was begun on FRIENDS Magazine in 1947, and the printing of four

In 1930, the west end of the building extending 40 feet toward McCall Street and 100 feet west to Dennison Avenue





... was added. The aerial view shown above was taken just prior to construction of the paper storage warehouse in 1936.





Tanks for storage of Propane gas were installed in 1945.

and one-half million copies of THE READER'S DIGEST Magazine (for which the Bindery installed two binders and special trimming and mailing machines) was begun. The Dayton Plant McCall Employees' Civic Association was formed and the total employment for that year was 2,676. Albert C. Simmonds was elected to the Board of Directors.

William S. Robinson died in 1949 after twenty-five years of service as General Manager of the Dayton Plant, and George E. Sheer succeeded him and was elected a vice-president and member of the Board of Directors.

In all of the daydreams which James McCall created in his mind's eye while serving his apprenticeship those many years ago, he probably never fancied the tremendous or-

ganization which has grown out of the small tailor shop which he first opened in Jefferson, Ohio, nor did he ever imagine that his eight-page fashion magazine, THE QUEEN, would grow to the approximate four million circulation of the McCALL's Magazine of today. To say that "great oaks out of small acorns grow" would be putting it mildly when comparing McCall Corporation of today with that very small beginning which was made by a man with a dream in his heart and the will to make that dream come true. Today McCall Corporation is ranked among the leading publishing houses of the world and its present-day management looks forward to a period of even greater growth and expansion during the years which lie ahead.

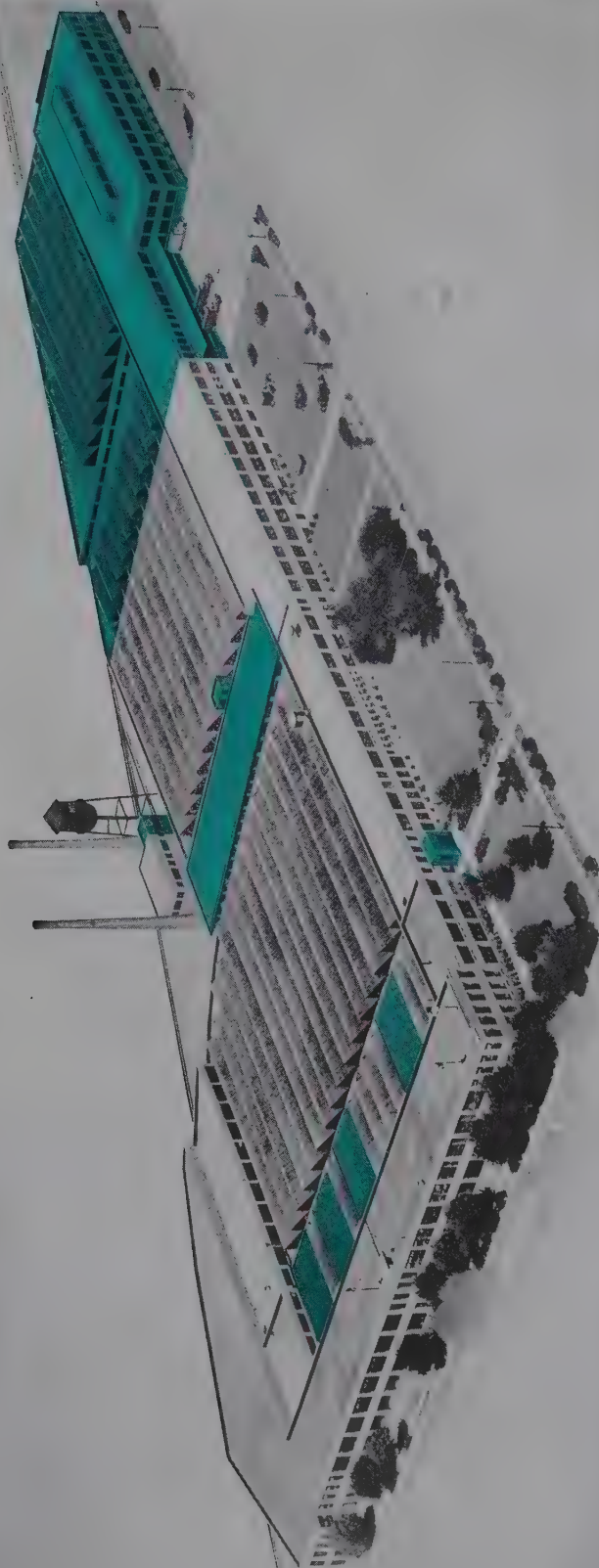
The east wing of the Plant presented this appearance in March, 1947.





Off with the old and on with the new. In the circles above and below are the old entrance and Reception Room of the Dayton Plant. The pictures above and below at the right show the same areas as they appear today.





Construction work which was performed on the extensive additions to McCall Corporation's Dayton Plant, as was provided for in the \$11,000,000 expansion program which was begun in 1945, increased the total floor space from 640,000 to 980,000 square feet. At the present time the building measures 1,100 feet in length. Additions and alterations which have been made to the Dayton Plant in the last four years are indicated in color in the picture above.

At the left in the picture raised portions of the roof of the building are illustrated. It was necessary to raise the roof in this area in order to accommodate the new drying equipment which was installed on the nine 40-page high-speed multi-color presses which are used for the printing of

more than four million copies of McCall's Magazine each month. These presses consume approximately eight carloads of paper per day in the printing of the magazine.

The colored section at the left front of the picture indicates the new entranceway to the Dayton Plant's completely-restyled and luxurious Reception Room.

A great deal of gas is used in the ink drying and other manufacturing operations which take place in the Dayton Plant. In order to insure against failure of the local gas supply, a 100,000-gallon liquid Propane gas plant has been installed as standby equipment. McCall Corporation was the first printing plant in the country to make use of this equipment.

The alteration at the center shows an extension of the pressroom which now covers space that was formerly occupied by a railroad siding. Presses for the printing of 4,500,000 copies of THE READER'S DIGEST and 2,000,000 copies of REDBOOK per month have been installed in this area.

The extension at the right designates the new location of the expanded Pattern Manufacturing and Shipping Departments which were moved from their previous quarters in order to make room for the Press and Bindery Departments which have expanded incessantly through the past twenty-five years.

Accommodations have been provided at the rear of the Plant for 22 freight cars on the siding and 25 on a storage track.

INTERESTING FACTS

About McCall-Printed Publications

McCALL'S MAGAZINE contains more editorial four-color pages than any other magazine in the field. Planning these articles, illustrations, and the many black-and-white and two-color pages which make up McCALL's is a large-scale operation. Evidencing the success of these well-chosen stories, authoritative articles and human interest features, is McCALL's ever-increasing circulation—now at the all-time high of 4,000,000 copies each month.

REDBOOK is a magazine primarily for young marrieds and soon-to-be marrieds, although there are many people both younger and older than this group who read it. Its fiction is by the country's finest writers, and its illustrations by the outstanding artists and photographers of the times. Topical articles dealing with the problems and interests of young families, and important controversies of the day, are supplemented by regular features of interest to REDBOOK readers.

BLUEBOOK is a completely-illustrated magazine aimed at the interest of men of all ages, from 9 to 90, but not men only. A great many women also enjoy its generous content of virile, dramatic, and adventurous fiction, supplemented by articles of current and historical interests.

Eight **McCALL FASHION PUBLICATIONS**, with an over-all distribution of approximately 89 million copies annually, energetically support the sale of **McCALL PATTERNS**. Nearly 7,800 retailers, including outlets in forty-five foreign countries, find this McCall Fashion Service of ever-increasing value in promoting the sale of fabrics and accessories.

ELECTRICITY ON THE FARM is a relative newcomer to McCall's, having been with the Corporation only about 2½ years. This little book is purchased by some 70-odd Electric Power Companies throughout the United States who distribute it monthly to the farms they serve. Most of these power companies run their own full-page ad on the inside cover. Editorially, it contains useful hints on how to make the best use of electrical equipment on the farm.

SCHOLASTIC Magazines are found in many of the nation's Junior High and High Schools today. Consisting of four weekly publications, each with its own teacher supplement, and one monthly edition, it is bought by the students through their school to fill out their classroom needs.

AIR FORCE—During the war, McCall's printed AIR FORCE for the War Department. At the termination of hostilities, the magazine was taken over by the Air Force Association, an independent civilian organization dedicated to preserving and advancing air power in the United States. Published monthly, AIR FORCE's readers are mostly ex-airmen from World War II who receive it as part of their membership in the Air Force Association.

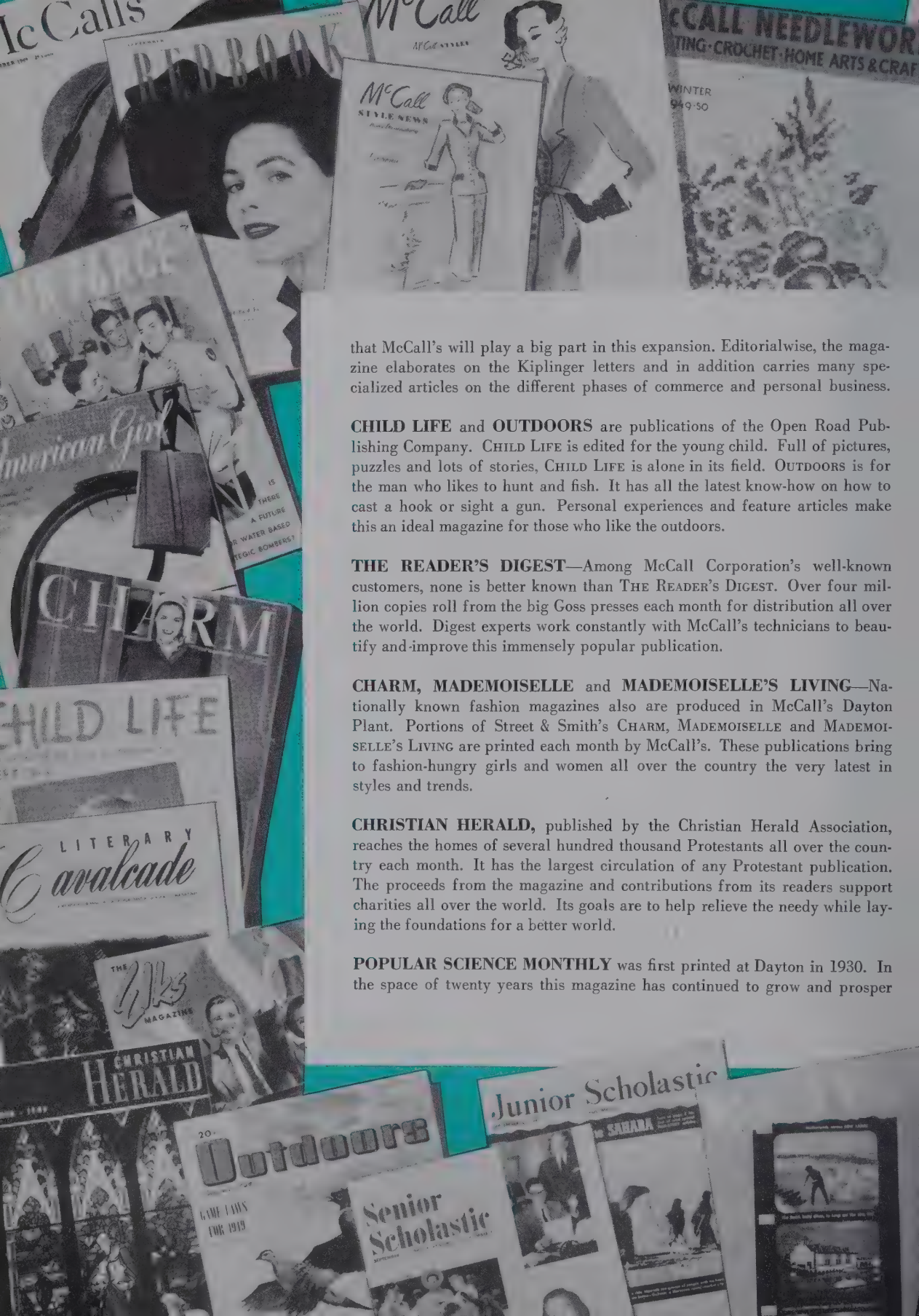
PROGRESSIVE FARMER—One of the most successful farm magazines in the South, PROGRESSIVE FARMER has been on the increase in size and quality for the past several years during which time McCall's has handled all of the four-color work. Originally McCall's did only the cover which was shipped down to Birmingham, Alabama, for binding in the magazine. For the past three years, however, McCall's has been handling all their web four-color requirements with anywhere from eight to sixteen pages of four-color ads.

AMERICAN GIRL, under the editorship of Miss Esther Bien, has grown steadily in the past few years to become a leading magazine in the teen-age field. Although it is published by the Girl Scouts of America, its field is not restricted to Scouting matters alone. Fashions, fiction and articles of general interest have been added with the result that almost half of its circulation is now sent to non-Girl Scouts.

FRIENDS Magazine is a leader in the field of consumer publications. Published for the Chevrolet Division of the General Motors Corporation it is sent to their dealers throughout the country. Customers and prospective customers receive their copy from their local dealer.

YOUNG CATHOLIC MESSENGER and **JUNIOR CATHOLIC MESSENGER** are primarily designed as a study supplement for the lower and intermediate parochial school grades, and are published weekly for the entire school year. In format the books are self-covered and normally contain from 8 to 16 pages. Geo. A. Pfau of Dayton, Ohio, is the publisher.

CHANGING TIMES—With the printing of the October issue McCall Corporation welcomed the Kiplinger magazine, CHANGING TIMES among its commercial printing accounts. Plans are being made for wider distribution and it is hoped



that McCall's will play a big part in this expansion. Editorialwise, the magazine elaborates on the Kiplinger letters and in addition carries many specialized articles on the different phases of commerce and personal business.

CHILD LIFE and **OUTDOORS** are publications of the Open Road Publishing Company. **CHILD LIFE** is edited for the young child. Full of pictures, puzzles and lots of stories, **CHILD LIFE** is alone in its field. **OUTDOORS** is for the man who likes to hunt and fish. It has all the latest know-how on how to cast a hook or sight a gun. Personal experiences and feature articles make this an ideal magazine for those who like the outdoors.

THE READER'S DIGEST—Among McCall Corporation's well-known customers, none is better known than **THE READER'S DIGEST**. Over four million copies roll from the big Goss presses each month for distribution all over the world. Digest experts work constantly with McCall's technicians to beautify and improve this immensely popular publication.

CHARM, **MADEMOISELLE** and **MADEMOISELLE'S LIVING**—Nationally known fashion magazines also are produced in McCall's Dayton Plant. Portions of Street & Smith's **CHARM**, **MADEMOISELLE** and **MADEMOISELLE'S LIVING** are printed each month by McCall's. These publications bring to fashion-hungry girls and women all over the country the very latest in styles and trends.

CHRISTIAN HERALD, published by the Christian Herald Association, reaches the homes of several hundred thousand Protestants all over the country each month. It has the largest circulation of any Protestant publication. The proceeds from the magazine and contributions from its readers support charities all over the world. Its goals are to help relieve the needy while laying the foundations for a better world.

POPULAR SCIENCE MONTHLY was first printed at Dayton in 1930. In the space of twenty years this magazine has continued to grow and prosper



until today over a million magazines are manufactured and distributed each month. Compiling the latest scientific and mechanical developments each month, it also is a handy workbook for the amateur craftsman or mechanic.

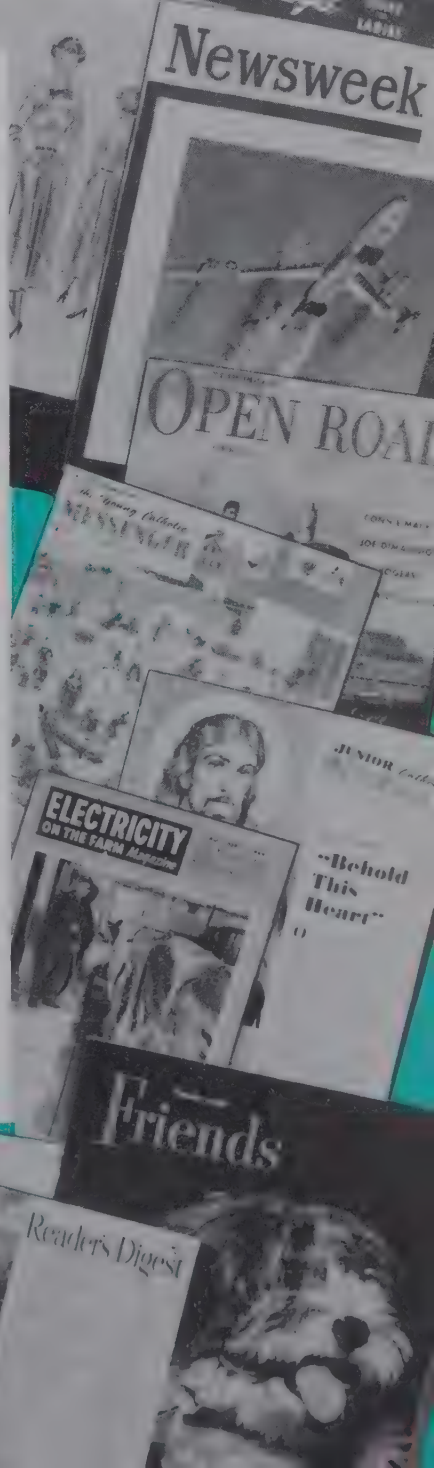
OUTDOOR LIFE is also published by the Popular Science Publishing Company. It ranks today among the first three in the hunting and fishing field, based on circulation and advertising lineage. More than 650,000 magazines are printed each month. Their four-color sections represent some of the finest quality printing done on McCall's new two- and five-color Redbook presses.

THE ELKS MAGAZINE is a publication of the Benevolent & Protective Order of Elks. Each month a copy is sent to every member of the Elks organization. With a present print order of over 900,000 the goal of the Elks this year is to pass the million mark. With always an interesting feature article and a story for the reader, **THE ELKS** Magazine ties together the huge organization through the common denominator of this very excellent fraternal publication.

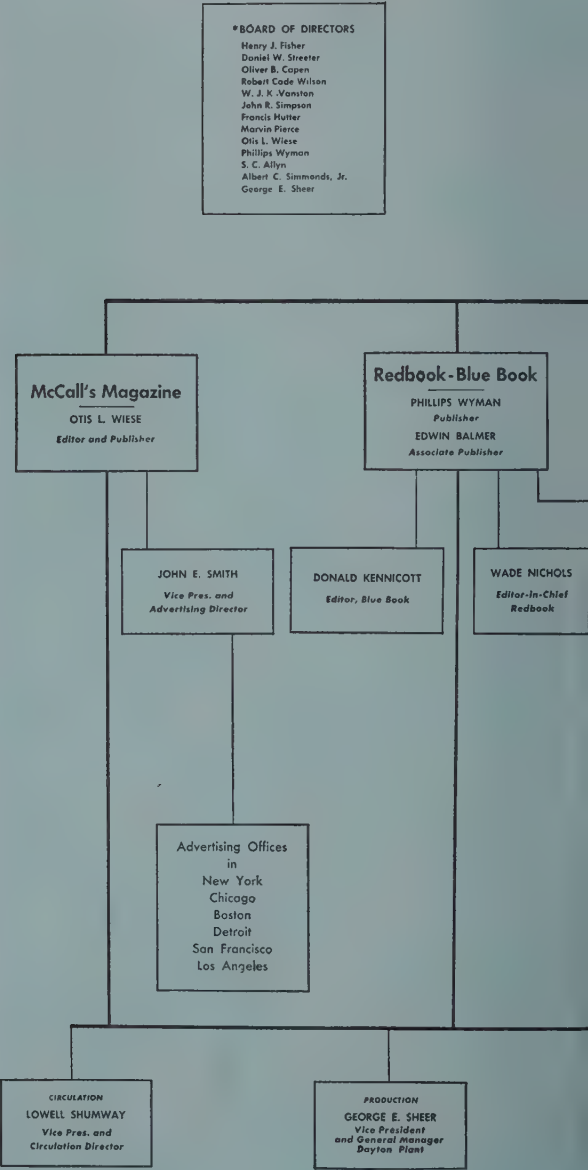
OPEN ROAD FOR BOYS is published by the Holyoke Publishing Company. A recent acquisition of this company, **OPEN ROAD FOR BOYS** has undergone many changes these past few months. Bigger in size, today it sports a new four-color cover designed to attract all boys.

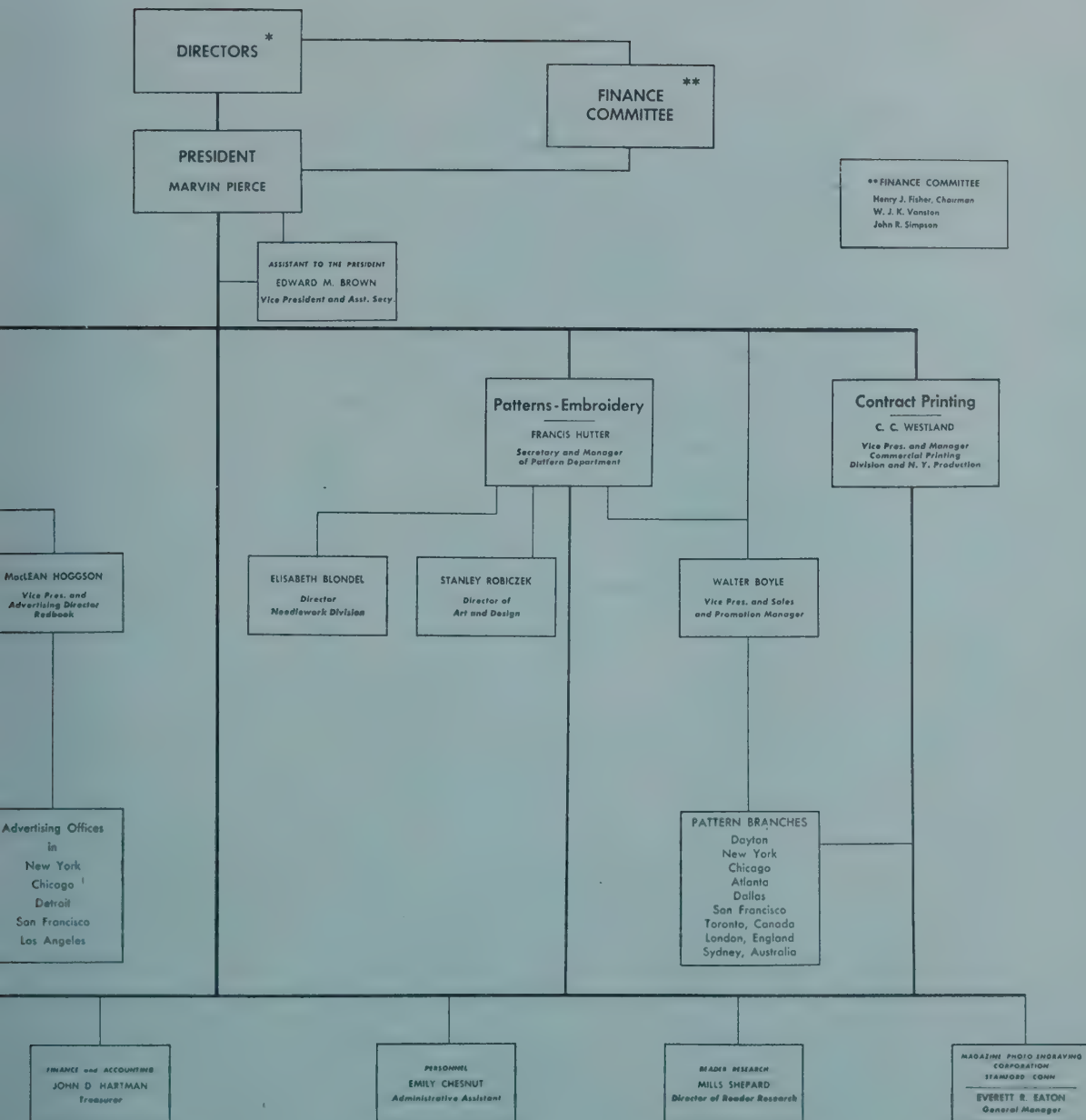
NEWSWEEK—Everybody has heard of **NEWSWEEK**. No job demands greater efficiency of operation, no job is more complex in operation. McCall's must print, bind, pack and distribute close to a million copies each week. Here is the week's news in compact form.

U. S. NEWS & WORLD REPORT—Each week this publication studies and analyzes economic conditions in the world and country. It charts developments in business. Last year the older **U. S. News** was combined with its sister publication, **World Report**, to bring to its readers a better understanding of the United States position and its responsibilities in the world today.



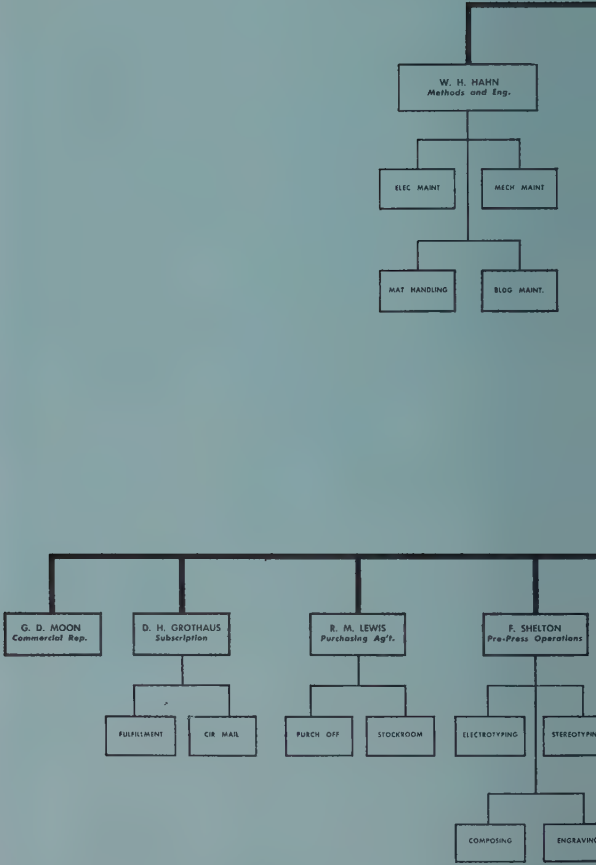
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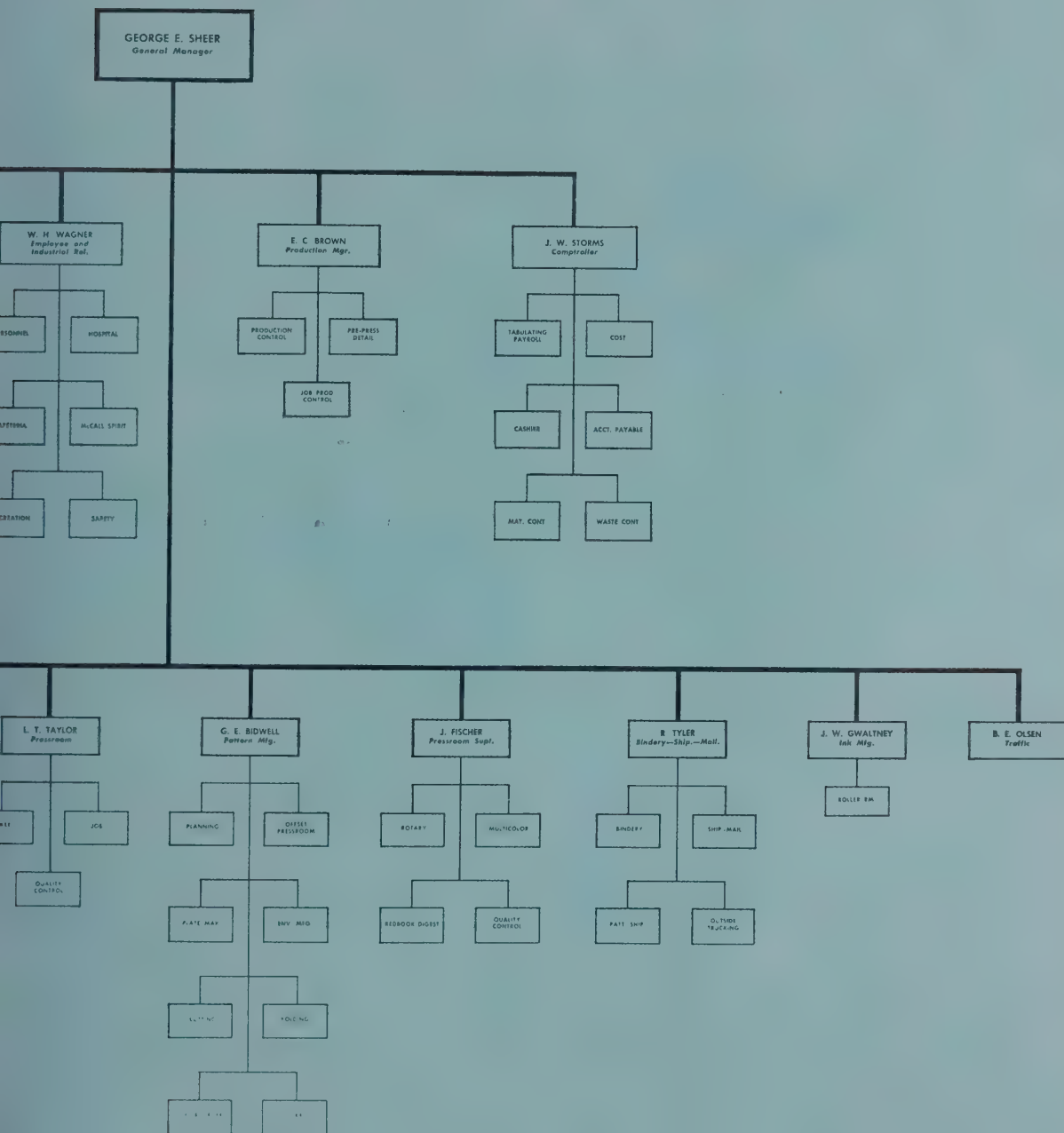




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DAYTON PLANT





section



Introducing...

"Mac" McCall, that genial "character-about-the-Plant" who shall be your guide as you are conducted, via Section 2 of this booklet, on a word tour of the operating units of McCall's Dayton Plant. His friendly smile and cooperative attitude are typical of that which you will find all around you as you go along.

In this highly competitive era which industry is facing today the strength of the Dayton Plant lies in just such enthusiastic employees as "Mac" represents. McCall employees realize that if they are to not only maintain that high degree of steady employment which they now enjoy, but are to augment that security by gaining additional publication work for themselves, then the continued effort of all is a prime requisite. McCall employees have the "know-how" and the desire to see their Company continue to stay atop the heap in the printing and pattern manufacturing world!

There are many behind-the-scenes departments into

which "Mac" will not be able to conduct you—but whose successful operations are nevertheless, necessarily vital ones, in the light of the overall job that must be done. Typical of such operations are the Production Office, the Pre-Press Detail Office, the Material Control and Material Handling Divisions, the Roller Room, and a host of others.

On your tour you will visit only those units which are directly concerned with the actual typesetting, plate manufacture, ink manufacture, printing, binding and mailing of the more than 1,000,000 magazines which are produced daily in the Dayton Plant. You will also visit the Pattern Division where you will see how McCall People produce approximately 150,000 dress patterns daily for the consumption of the women of the world who sew.

We wish for you an interesting and an educational tour and it is with a great deal of pleasure that we commit you to "Mac's" care for your Plant tour which shall begin in the

Composing Room

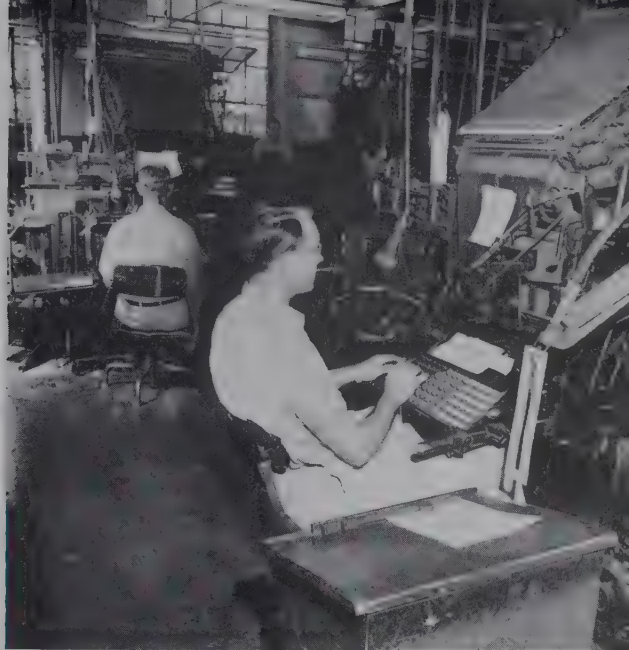
McCALL'S Composing Room, which covers approximately 11,200 square feet of floor space, is so arranged as to provide for the maximum of speed and efficiency. Housed in this room are a layout office, a battery of typesetting machines, makeup banks for weekly and monthly publications (both editorial and advertising), a lockup or imposition unit, a miscellaneous job composition unit, a proofroom, a furnace room (where used metal is remelted into "pigs" for use in the typesetting machines), a line-up department where the proofs are checked to see that the finished job corresponds with the layout, a variety of proof presses, and a "morgue" where all the cuts used in the publications printed at McCall's Dayton Plant are stored for a period of six months.

Directly adjoining the Composing Room are offices for the production staffs of NEWSWEEK and THE UNITED STATES NEWS & WORLD REPORT Magazines. Copy for these publications (in the main) is received via teletype machines and is immediately transmitted to the Composing Room for typesetting and page makeup. These publications are produced weekly and McCall's entire operation must be geared to a high degree of speed in order to produce them in what amounts to a 24-hour period.

Composition for McCall-printed monthly publications must also be accomplished quickly so as to allow for elapsed time in mailing "approval" proofs back and forth between Dayton and the various publication offices.

All Composing Room equipment has been designed and positioned not only with present-day needs in mind but also with the thought of what the future growth of McCall Corporation may require.

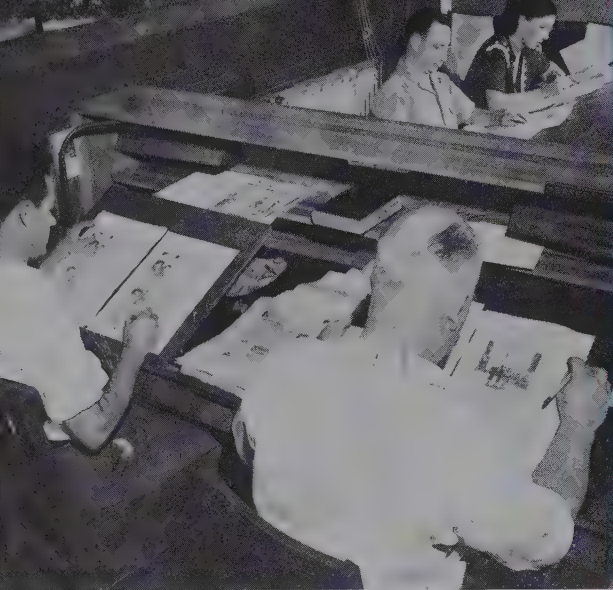
When copy is received from the editorial offices of the various magazines, a layout, indicating what the page will contain, usually accompanies it. This copy and layout are first given to the layout department where the type faces and sizes, if not already indicated, are specified, and the number of lines per column and the length of each line are marked to fit the contour of the page. The material is then sent to the typesetting machines where the lines of type are



Typesetting machines, such as those that are shown above being operated by Earle Stewart and Warren Freed, cast individual metal slugs. Each slug contains one line of type.



Compositors Paul Zender and Wilbur Fraver assemble the machine-cast slugs into page form in accordance with a pre-designed layout submitted from the publication's office.



Proofreaders Jess Coleman, Aaron Ahn (foreground), Fremont Thayer, and Ethel Klinger (background), check page proofs to determine if copy and layout have been followed.



After all revision has been taken care of, the type form is locked in a steel chase or frame, the elements are all squared up, and the page is released to the plate-making foundry.

cast on metal slugs, each slug containing one line of type. When the complete text for a page has been set, the copy, layout, and slugs are sent to the makeup section where the page is assembled according to the layout. A proof is then pulled of the form and the form is placed in storage. The proof is then sent to the proofroom where the proofreader checks it with the copy for accuracy as well as for style and specifications.

Proofs are then pulled and mailed to the publication office where the editors note all the changes they wish to have made and the page is mailed back to Dayton. The page once more goes through the aforementioned cycle and revised proofs are again sent, if requested. The proof is again returned to Dayton and the page is then sent through the various operations for final correction. The form then goes to the stone section where it is locked into a steel chase (or frame) and a proof is pulled and sent to the line-up department for a final check. After the line-up okay is received the form is released to the foundry for the casting of printing plates.

Plate Foundry

WHEN the 1945 plans for the over-all expansion of McCall's Dayton Plant were made it became apparent that in order to efficiently service our new presses it would be necessary to install our own plate-making equipment. Prior to this time all McCall press plates were made at a local plate-making foundry.

After an extensive survey, which covered most of the plate-making facilities of other publishing houses, and the

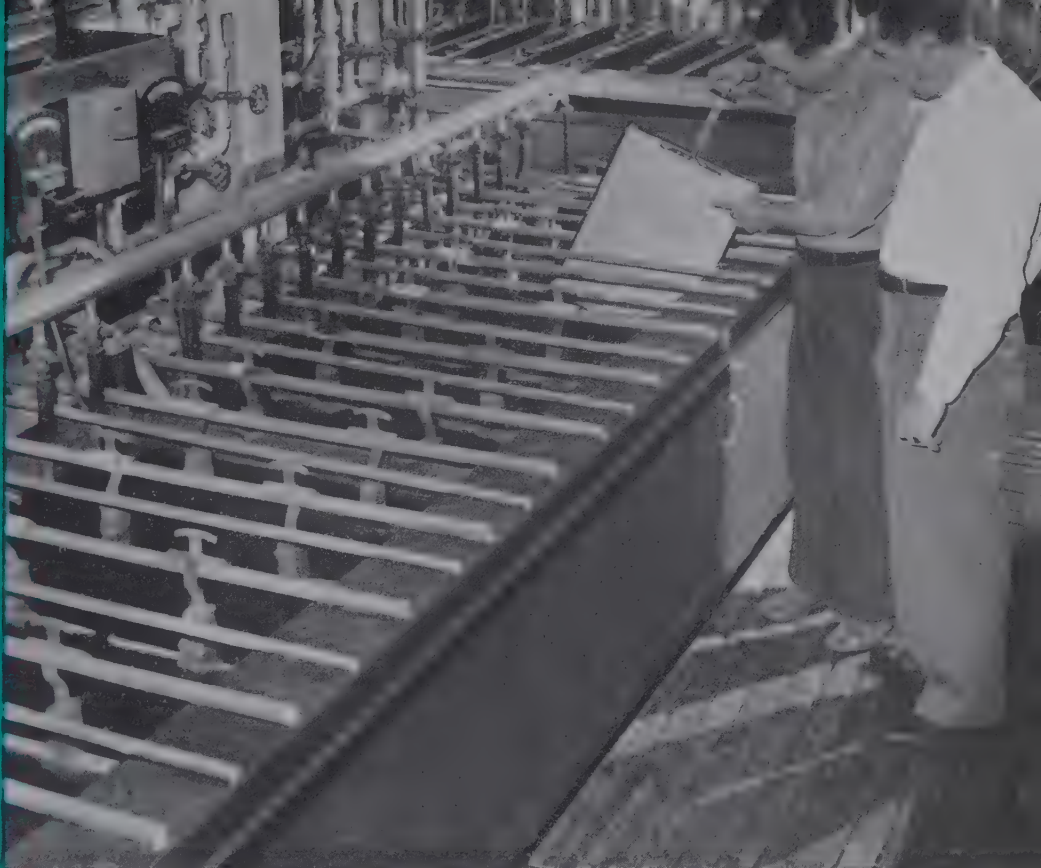
gathering of data and ideas, scale models were made of the various pieces of equipment and the McCall Foundry was laid out, using the scale model as a guide. The first pieces of equipment, which were the 7,500-ampere generators used to furnish electricity to the tank room, were placed on order in the latter part of 1945. During the ensuing two years the balance of the equipment was ordered and in April, 1947, the Foundry went into full-scale production.

The plate-making department, which is approximately 360 feet long and 60 feet wide, is comprised of approximately 110 separate pieces of machinery, practically all new, and the very best obtainable. From 10,000 to 12,000 press plates are manufactured in this department each month for the printing of the more than 30,000,000 magazines which McCall Corporation produces each month. Over a one-month period we will use approximately 4 tons of copper, $\frac{1}{2}$ ton of tin foil, 25 tons of lead, $\frac{1}{2}$ ton of nickel, and 10 gallons of liquid silver in the manufacture of electrotype press plates. In addition to this we manufacture stereotype press plates for a large percentage of McCall-printed weekly publications and for a few of the monthly magazines.

Press plates are manufactured by a process known as Electrotyping, which is the reproduction of type by electrolysis, and by stereotype matrix casting (used primarily in newspaper publication). The first step in the production of an electrotype press plate is the preparation of an impression or a mold. McCall's Plate Foundry is equipped to mold in three different mediums—sheet lead, Vinylite plastic, and stereotype matrix.

Plastic and stereotype molding are used primarily in molding pages of solid type and sheet lead is used in molding full pages of original engravings. A page of engravings requires greater detail than the type, and the lead can stand greater pressure than the plastic or stereotype

Ray Albrecht and Elwood Kirchner inspect the metal which has been deposited on the mold by the electrolytic action of the copper solution in the tanks.



matrix, consequently the page is molded in lead. A plastic mold or stereotype mat can be used in the preparation of many plates whereas a lead mold can be used only once.

Lead molding is accomplished by placing the original page face up on the bed of the press with a sheet of molding lead .040-inch thick on top of it. A suitable packing is placed on top of the lead, the bed is run under a hydraulic ram, and the required pressure is applied. In

plastic molding the type form is heated to remove the chill from the form, covered with a sheet of Vinylite plastic and then heated to a temperature of 250 degrees. Pressure is then applied according to a predetermined pattern and, after cooling, the plastic mold is pulled from the type form. A stereotype mat is obtained in much the same manner by using a specially-treated sheet of paper in place of the plastic or lead.

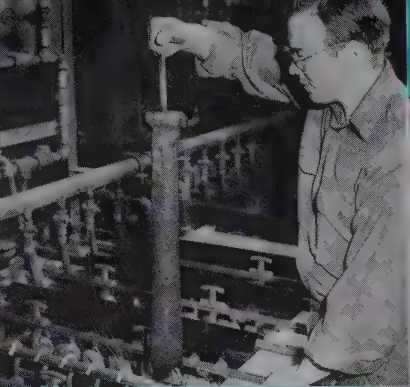
When a mold has been made it is taken to the tank room

Alton Brokamp has just heated a sheet of Vinylite plastic to a temperature of 250 degrees. The next step is to apply pressure to the heated plastic.

Gil Kanis, who operates the 2,000 ton hydraulic lead-molding press, removes a finished lead mold from the face of an original engraving.

Horace Sucher lays especially-treated sheet of paper on form preparatory to molding stereotype matrix. Stereotype plating is faster than other methods.





Edward Francis inspects nickel anode from which the nickel face on the shell is derived.



Richard Deeter has stripped a plated shell from a Vinylite plastic mold and examines the shell for imperfections.

where there are copper and nickel plating tanks. It is here that electrolysis enters the picture. Large flat copper bars carry the electric current, which is supplied by the two large 7,500-ampere, 9-volt generators previously mentioned, to each plating tank. Each generator is operated by a 150 horsepower motor.

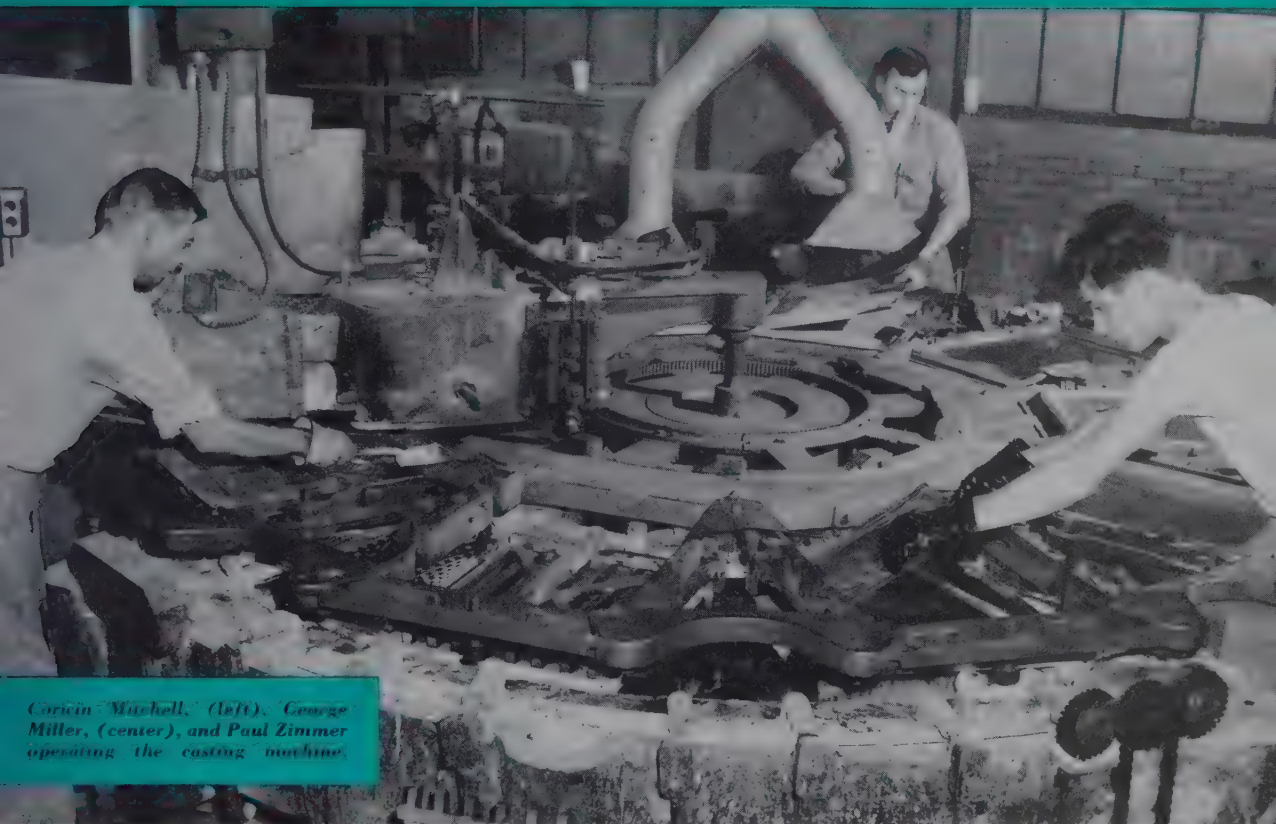
Each copper tank contains about 300 gallons of solution. This solution is composed of 450 pounds of copper sulphate, 10 gallons of sulphuric acid, and the balance water. Here we have a total of 3,600 gallons of copper solution containing 5,400 pounds of copper sulphate and 120 gallons of sulphuric acid. One-half inch copper rods are spaced six inches apart on the tanks. The end rod is hooked to the positive side of the generator, and the next rod is hooked to the negative side of the generator, and so on. On each of the rods hooked to the positive side of the generator there are two large sheets of copper. These are called copper anodes, and it is from these anodes that we obtain the shell or printing face of the plate. There are fourteen copper anodes to each of the twelve tanks, and each anode weighs 94 pounds or a total of 16,792 pounds of copper. This same description holds true of our nickel tanks, with the exception of course that nickel sulphate is used to make the solution and nickel anodes are placed in the tanks.

A hook is clamped on to the top of the lead mold and the mold is immersed in a bichromate solution. A film of bichromate adheres to the lead. This film of bichromate

prevents the plated shell from plating on the bare lead, and tends toward an easy separation necessary in a subsequent operation. The lead mold is then placed in the nickel tank, suspending it on a rod about six inches away from the nickel anodes. The anode is hooked to the positive side of the generator and the rod upon which we have placed the mold is connected to the negative side of the generator. The lead mold is a conductor of electricity and as soon as the hook holding the lead mold touches the copper bar the electric circuit is completed. Nickel atoms which have been chemically broken from the nickel anodes now are charged with electricity changing into ions moving across the field and deposit themselves on the lead mold. The mold is left in the nickel tanks about one and one-half hours, or until a sufficient amount of nickel is deposited. The mold is removed from the nickel tank and placed in the copper tank where the same electrolytic action takes place. It requires from three to four hours in the copper tank to deposit the required amount of copper on the mold.

As far as the making of the shell is concerned the only difference between the plastic mold and the lead mold is that the lead is a conductor of electricity whereas the plastic needs to be made conductive and so a very thin film of silver is sprayed on the plastic.

The mold is then removed from the tank and the shell is pulled away from the lead. The rough edges are trimmed off the shell and it is taken to the casting machine where



Corbin "Mitchell," (left), George Miller, (center), and Paul Zimmer operating the casting machine.

acid is brushed on the back of the shell and it is given a layer of tin foil. The shell is then subjected to heat in order to melt the foil and hot lead is poured on until a predetermined thickness is reached. The cast is then cooled and scrubbed to remove excess acid and the press plate is ready for final finishing.

In final finishing the excess of lead is cut away, the

plate is given a rough or first leveling, and a shave is taken from the back of the plate. The plate is then subjected to slight pressure in a hydraulic press which is equipped with a bed of teeth. This operation further serves to flatten the plate and bring up large areas of the plate which may be a little low. Another shave is then taken from the back of the plate and a proof is pulled on a proof press.



Tony Dando has given plate its first rough shaving and is removing excess metal from bed of press.



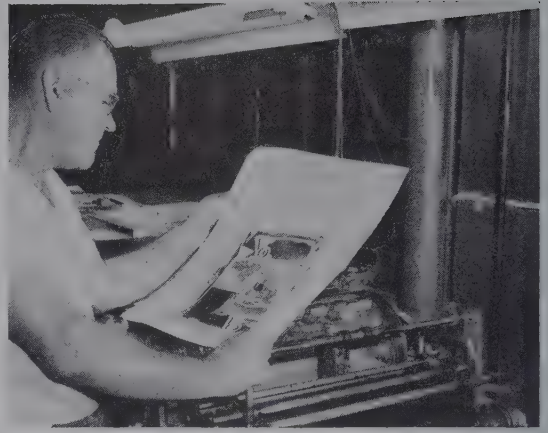
George Smith reading pressure gauge as he puts pre-makeready treatment into a press plate.



The proof and plate are then given to a finisher who, working from the proof, proceeds to bring up any low places in the plate which do not show up evenly on the proof. The plate then goes to another shaving machine where a thin shave is again taken from the back of the plate, and the plate is then sent to the pre-makeready department.

In pre-makeready a treating mat, which consists of a proof which has been pulled from the original on either two- or three-ply paper, according to the amount of treatment required to carry the variation between tone values, has been cut by a mat-cutter. When the mats are finished the face mat is placed on the face of the plate. The back mat is placed in direct position on back of the plate. The plate goes into a hydraulic press which applies a pressure of 800 pounds per square inch. The plate is then taken out and the face mat is left on the plate while shaving it to final thickness. The plate is then marked on the back for color and plate thickness and it goes to a proof press for final proofing. If additional correction is found necessary, the plate is then revised by an electrotpe finisher before going to press.

A bevel is cut on each side of the plate, it is placed in a



George Moninger is shown here as he examines proof of flat plate after it has received preliminary finishing.

curving machine and curved to the size of the corresponding press cylinder, which it must fit, and the ends or tails of the plate are then removed. The majority of the press plates must be placed on a routing machine and all metal which is not to appear in the finished magazine page is taken out. The plate is then given a coating of chrome which aids in its durability.

All finished press plates are then gathered together into individual press forms at a central checking station. From this central checking station they are delivered to the particular press on which they will be printed.

Ink Room

A PERFECT example of the speed with which the various steps of publishing a magazine are executed is McCall's Ink Manufacturing Department, where approximately 150,000 pounds of ink are matched and prepared each month for all of the McCall-printed magazines. Not only does McCall Corp. stress speed but also accuracy and skill, for the quality of McCall ink plays a tremendously important role in the maintaining of a high standard of printing. Versatility also is a prime requisite of the department's personnel as McCall's Ink Department will match any color that a client might specify.

In the preparation of the inks for weekly publications,



Albert Nellis finishes plate, bringing up the low spots so as to make it printable.

Al West, Bob Lee and Bill Blum prepare pre-make-ready or treating mats. These mats are cut from two- or three-ply paper.



color progressives are received in the department in the late afternoon of one day and within twenty-four hours the progressives have been numbered, the formula has been prepared, and the ink is mixed and ready for delivery to the press.

The preparation of an ink formula involves the consideration of many factors, such as the type of press on which the ink will be used, the kind of paper to be used, whether or not the ink will be overprinted with other colors, the drying rate desired, and the speed of printing. Colors for THE READER'S DIGEST Magazine, which are all pastels, are specially prepared and can be used only on THE READER'S DIGEST. There are 26 different standard colors used for THE READER'S DIGEST alone, plus eight colors used for the covers. Everyone of these colors is given a specific name whereas the colors used on the other publications are all numbered.

In the preparation of standard four-color process inks it is necessary that the range of viscosity be separated by

enough margin to allow trapping between each color. For example, on the Multi-color presses the yellow, which is laid down first, must have the ability to hold the oncoming color (which in the case of Multi-Color printing would be red) to the sheet. The degree of viscosity of an ink is determined by the varnish, or vehicle, which is used in its preparation.

With the exception of yellow and a few other special colors, all basic colors are in the form of flushed ink before entering the Dayton Plant. Flushed colors (ink in a paste form), in most instances, have proved to possess the best characteristics and properties for most all purposes of typographical printing here at McCall's. Personnel of the McCall Ink Room and press rooms played an important part in the development of flushed inks, through many tests and the printing results attained on the various presses.

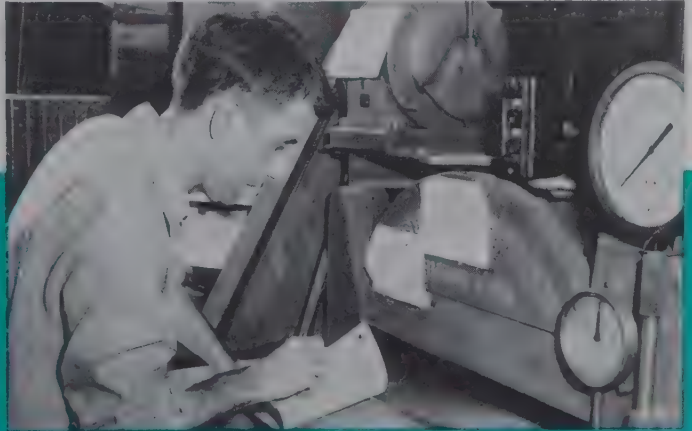
After the formula has been prepared it is sent to the mixing room where the various ingredients are weighed

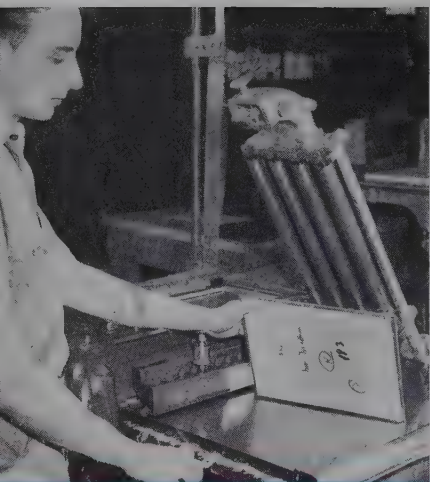


Jim Alexander places face mat on a flat press plate.



George Smith follows through by placing the back mat on the reverse side of the press plate. Pressure of 800 lbs. per square inch is then applied.





Dwight Cook takes final shave from plate. Face mat is still on plate.



Marion Morris has just finished curving a press plate from side to side.



Tom Hogle, Jr. routs all metal which should not appear in the magazine.

out in a mixing can according to the specifications of the formula. The can is then placed on a change-can type pony mixer. This type of mixer is driven by an electric motor and is geared so that the base gear, on which the can is placed, revolves in the opposite direction of the blades or paddles. This causes the ingredients to mix rapidly and thoroughly. Because our Ink Manufactur-

ing Department mixes numerous colors and shades, this type of mixer is of great advantage, in that it facilitates the work of emptying and cleaning. With a sufficient number of cans it can be kept in constant operation. The ink is mixed from fifteen minutes to an hour, depending on the size of the batch and the characteristics of the ingredients which are being mixed. Thorough mixing of all the in-

After all operations have been completed, each press plate is proofed and given a final check. Charles Boham examines proof of plate which has just been pulled by Bob Campbell.



Walter Doolin and Cletus Zeller check out all finished press plates to the various press rooms. It is their responsibility to see that all plates are available at press when they are needed.



redients is most essential in order to save mill time and to produce a perfectly homogeneous ink.

The ink is then delivered to the mill room where it receives from three to five grinds, depending on the characteristics of the ingredients, on a three-roller water-cooled mill. The rolls of a three-roller mill are arranged parallel to one another in a horizontal plane. They are driven by an electric motor and geared so that the rolls revolve in opposite direction at different rates of speed. The first roll revolves clockwise, the second revolves counter-clockwise, and the third revolves clockwise. They revolve at a speed ratio of one, two and four, respectively. This causes a rubbing action between the rolls which breaks down the mass and wets each individual particle. Very little or no reduction in particle size is ever accomplished by roller mill grinding. The ink is fed between the first and second rolls and is held on the rolls by the friction set up between the rolls. It is kept from running off the ends by means of end plates. The ink passes from the first and second rolls to the third roll where it is scraped off by means of a scraper to which is attached an apron that collects the ink and guides it into containers.

Some inks after being ground sufficiently are returned to the mixing room and given a thorough mix to compensate for any unevenness in the grinding operation and to insure their being perfectly homogeneous. After these operations a sample of the ink is delivered to the laboratory for inspection. If it has the desired properties and characteristics it is approved, and the ink is filled into kits or drums and is either placed in stock for future use or it is



George Dumford prepares a basic formula by mixing various inks together to get the final desired color.



Above, Sherman Storey mixes the various ingredients according to the specifications of the formula. Below, depending upon the characteristics of the ingredients, inks

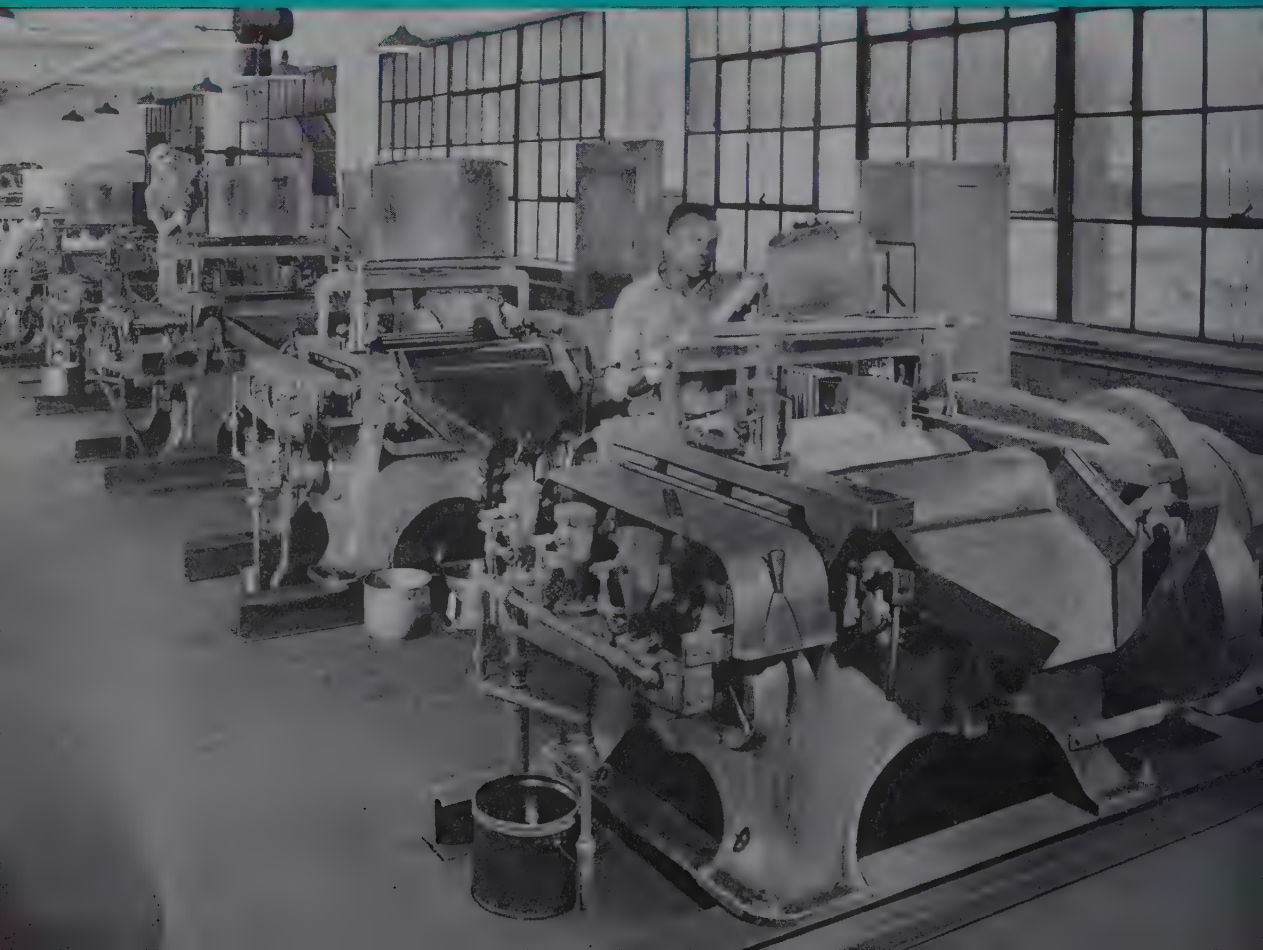
then sent to one of the press rooms for current consumption.

McCall's has been manufacturing its own ink since 1928 when the department was instituted at its present location in the Dayton Plant. The Ink Manufacturing Department is comprised of one large storage room, which covers approximately 4,800 square feet of floor space, two mixing rooms, and a mill room in which are housed the water-cooled mills.

Press Rooms

WHEN the McCall Corporation first moved its printing equipment from New York to the Dayton Plant in 1924, the press room was comprised of 8 two-color, 32-page Rotary presses, 4 four-color McKee presses, 4 two-color Miehle presses, and 4 single-color Miehle presses. It was on the 32-page Rotary presses that the July, 1924, issue of MCCALL's Magazine, which was the first issue to be printed in the Dayton Plant, was printed.

receive from three to five grinds in these grinding mills which are being operated here by Thomas Smith (foreground). Clifton Harding (center), and Ervein Daniels.



Today the McCall press room is divided into two separate divisions, the Web-fed Division, or the presses printing from rolls of paper, and the Sheet-fed Division, which consists of those presses that print from flat sheets of paper. Included in the Web-fed division are the Multi-Color, Rotary, and Digest-Redbook Departments. The McKee and Job Press Departments comprise the Sheet-fed Division. The McCall press room, one of the largest of its kind in the country, houses 75 printing presses under one roof and covers 146,600 square feet of floor space.

The McKee Department is equipped with seventeen sheet-fed presses, operating at a speed of 5500 impressions per hour. The feeders for the presses are loaded by hand and a combination of friction and compressed air feeds one sheet at a time into the press. Grippers hold the sheet to the large cylinder against which each of the four or five color plate cylinders press. After receiving the impression of all the plates in one revolution the sheet is transferred to another set of grippers, which operate on an endless chain, and is carried to the delivery where it is released.

Only one side of the sheet can be printed in one operation and the use of linseed inks on these presses requires that the sheets be allowed to dry for four hours before they can be run through the press again to be printed on the



Clifton Harding weighs inks to specifications of formula in proportions as will give amount of ink desired.



Thomas Smith feeds ink onto the first and second rolls where it is held by the friction which is set up between the rolls. Passing from the first and second rolls to a third,

the ink flows from the mill's apron into containers. This grinding causes a rubbing action between the rolls which breaks down the mass and wets each individual particle.



other side. The color sequence is yellow, red, black, and blue. Because of the large amount of ink deposited on the sheets each press is equipped with a cornstarch spray which aids in the drying process and keeps the sheets from sticking together while drying.

"These presses are operated by a three-man crew, consisting of a pressman, first assistant, and second assistant. The duties of the pressman include making all decisions concerning the operation of the press and to supervise the work of his two assistants who are directly responsible to him. The assistants lay the plates on the press, handle the make-ready operation, keep the press clean, and assist in the general operation. A new employee coming into the McKee Department must serve an indefinite period of time as an assistant (both first and second) and, according to Union rules, he must serve five years as an apprentice pressman before becoming a journeyman pressman.

In 1939 McCall Corporation made a very important change in the method of printing McCall's Magazine. The result of this decision was the purchase of five double five-color presses, using heat-set ink, which was something very new in the printing industry at that time. These presses became known to McCall employees as the "Multi-Colors."

At the present time we have two 40-page, five-color Cottrells, one 48-page, four-color Cottrell, and seven 40-page, five-color Goss presses in the Multi-Color Department. These presses are used for the printing of both the body pages and inserts of McCall's Magazine, inserts for Pro-

GRESSIVE FARMER, and the body pages of McCall PATTERN BOOK, McCall NEEDLEWORK, and FRIENDS.

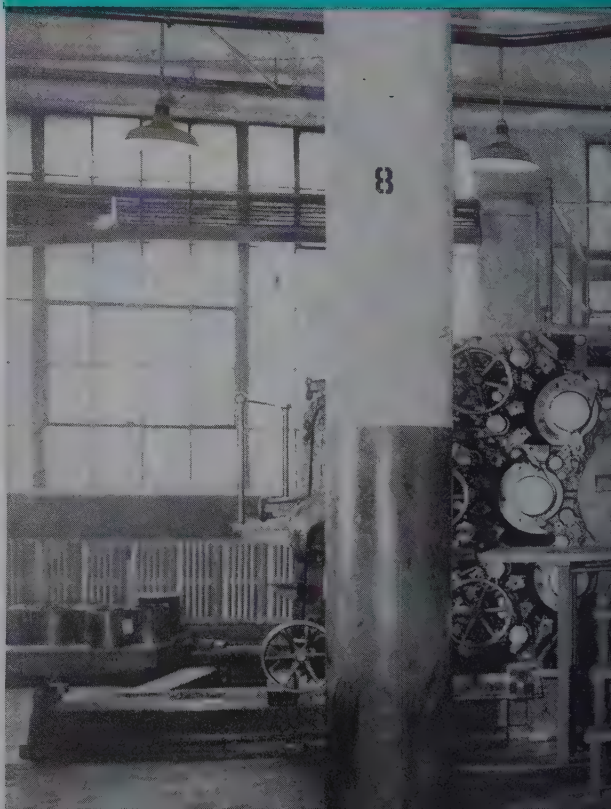
The average form, or "dress of plates," consists of about 136 to 140 plates. The plate cylinders are grouped around the large impression cylinder and each plate cylinder has an ink fountain and a bank of rollers to carry the respective color ink to the plates. In the case of a four-color process page the colors must each register in exactly the right position to attain the proper printing quality to match the progressive. A "progressive proof" is a master color guide. After all the plates are on, the pages are lined up in the proper position as to margin or bleed. It usually takes from 80 to 96 hours to get a form ready to start, depending, of course, on the amount of four-color work the form carries. The operator usually runs about 40,000 impressions before putting the final spot sheets under the plates. While these first impressions are being made the plates that need repairing and edges softened are sent to the Plate Repair Department. Constant care and adjustments are needed to maintain a high quality of printing throughout the entire run.

All rotary-type presses are equipped with automatic pasters or roll changing equipment that permits continuous operation from one paper roll to another, without stopping the presses. One roll of paper, seventy inches wide, will produce approximately 10,000 printed signatures, or sections. The pages are each fourteen inches wide and there are five rows of pages across a single sheet or "web."

Sherman Storey tests the consistency of the batch to determine if all ink ingredients are thoroughly mixed before sending to mill room for grinding.



This five-color Claybourn press is one of the seventeen sheet-fed presses which go to make up McCall's McKee Press Department. Presses such as this



These rows are run over slitting knives, channeled through the folder, collected in proper sequence, and cut off and folded at the delivery end of the press. The "bookcatchers" gather up a hand at a time, even up the stock to be piled on skids, and it is trucked or stored for the Bindery to assemble into finished magazines.

The Multi-Color press crew consists of a pressman-in-charge, a pressman, first assistant, white roll man, junior helper, and two packer boys. The pressman-in-charge has full supervision of the press and his crew. It is his duty to see that the plates are lined up correctly so as to obtain perfect register, that the colors correspond with the color progressives, and that color, quality, and register are maintained throughout the press run. He is directly assisted in all work on the press by the pressman who also allocates work to the rest of the crew. The first assistant keeps the press on fold and in compensation during the run, and the white roll man keeps the paper coming through the press. It is also the duty of the white roll man to make the pasters and to start the paper through in the right location on the press. The two packer boys, or "fly-boys," gather the printed signatures as they come off the press and straighten and pile them on the skids ready for delivery to the Bindery. The packer boys also help with any other miscellaneous work that might have to be done around the press.

Thirteen two-color, and four single, or one-color presses comprise the Job Press Department in which printing is

done from both plates and type forms, depending on the nature of the particular job and the length of the press run. All presses in this department are sheet-fed, printing only on flat sheets of paper.

McCall's counter catalogues, pattern envelopes, and industrial publication, McCALL SPIRIT, are printed on the two-color Miehle presses. It is possible to print four colors on these presses by running the sheets through the press twice. All two-color covers and the four-color covers for CHARM Magazine are printed on the two-color Cottrell presses, which are the only rotary-cylinder type presses in the Job Press Division. All other presses in this department are flat-bed which print from flat press plates or direct from type forms. The two-color Miller presses print pattern envelopes, promotion jobs, and all miscellaneous two-color job work. The single-color Kelly presses print all one-color job work. Like the presses in the McKee Department, these presses are all loaded by hand and the sheets are fed into the press by friction and compressed air. The crew for these presses consists of a pressman, and an assistant.

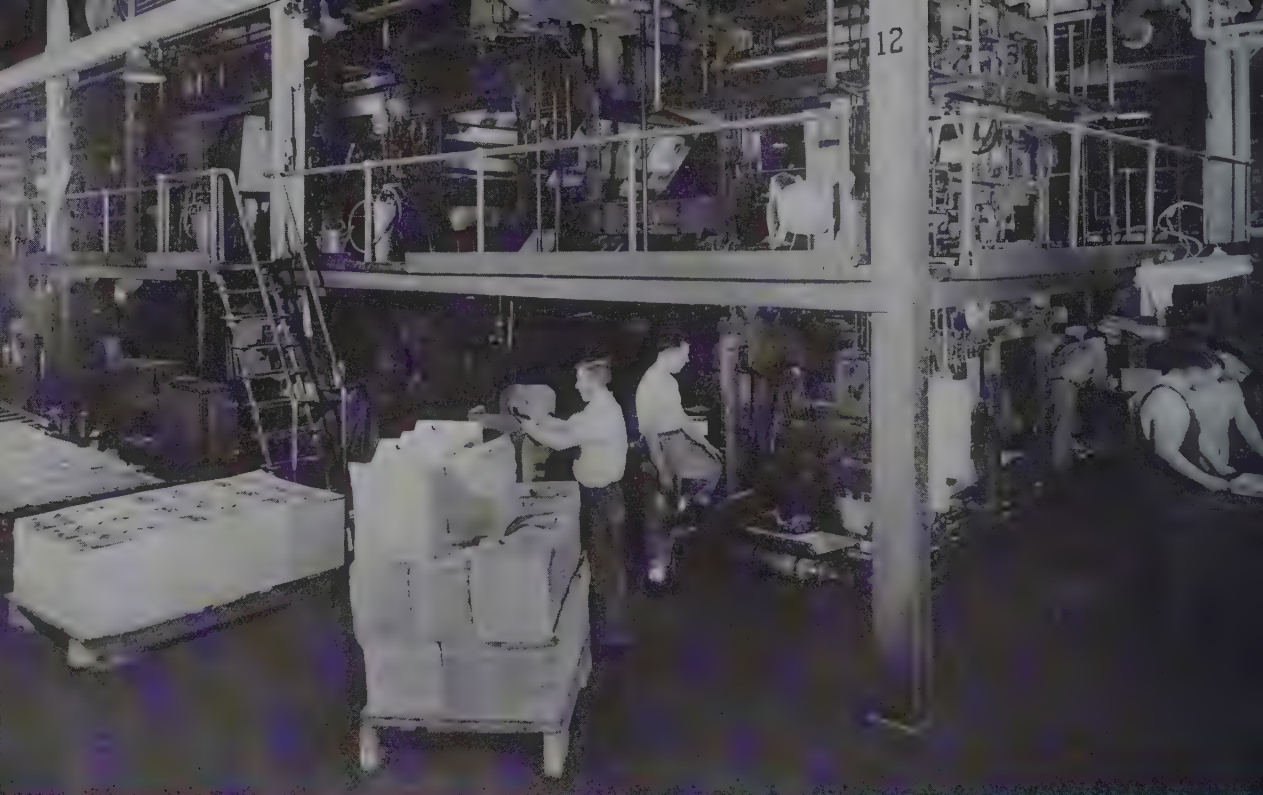
The first rotary presses installed in McCall's Dayton Plant in 1924 were of the two-color, 32-page type. At the present time the Rotary Department consists of a battery of five high-speed 64-page Goss presses, which operate at an average rate of speed of 16,000 impressions per hour, two 32-page Goss high-speed presses, two 80-page Cottrell presses, one 192-page Goss press, two 96-page Cottrell



print only on one side of the sheet and use linseed inks. This type of ink must be allowed to dry for four hours before the sheet can be run through the

press again to be printed on the reverse side. A cornstarch spray aids in the drying process and keeps the sheets from sticking together while drying.





The picture above shows both the upper and lower decks of Press 755, one of the seven five-color Goss presses in the Dayton Plant. This type of press has

a plate capacity of forty pages, delivering twenty pages two-up, or forty pages one-up—folded. Including working space for roll stock, this press is about 100 feet long.

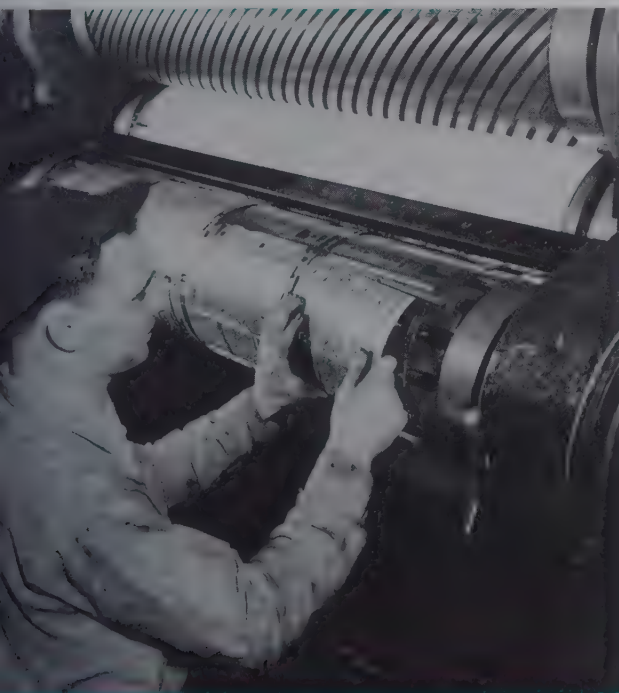
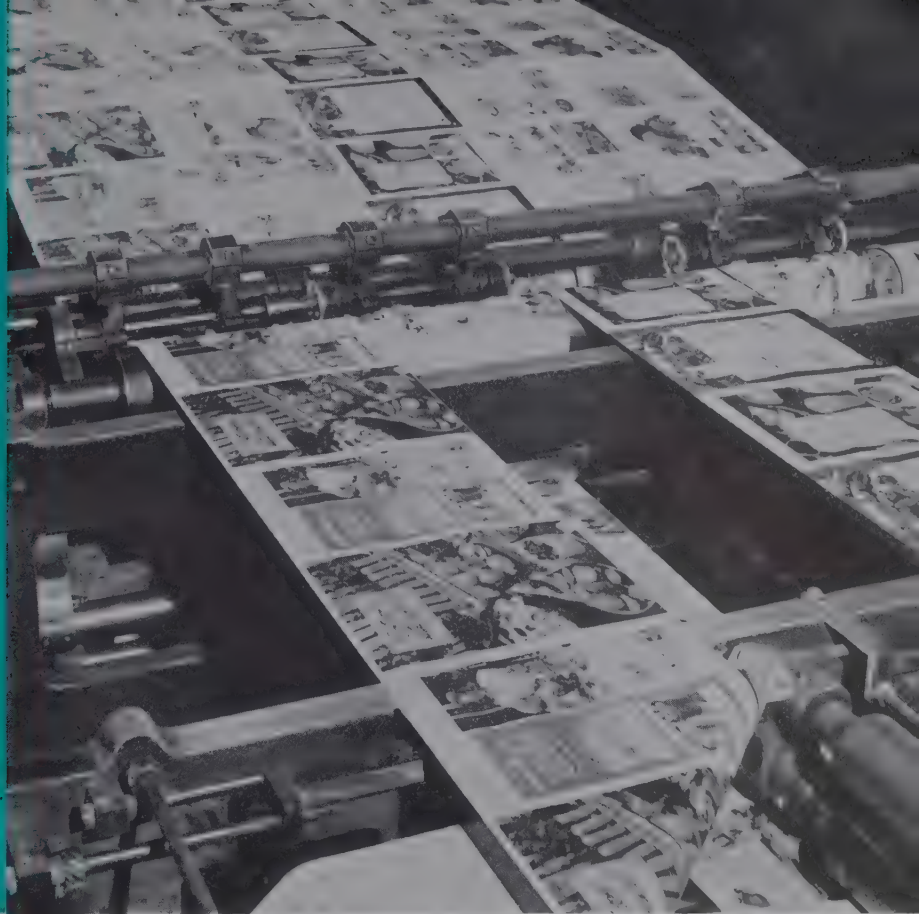


Burnett Focht places ink distribution roller in carriage. These rollers must be set and adjusted to provide uniform pressure.



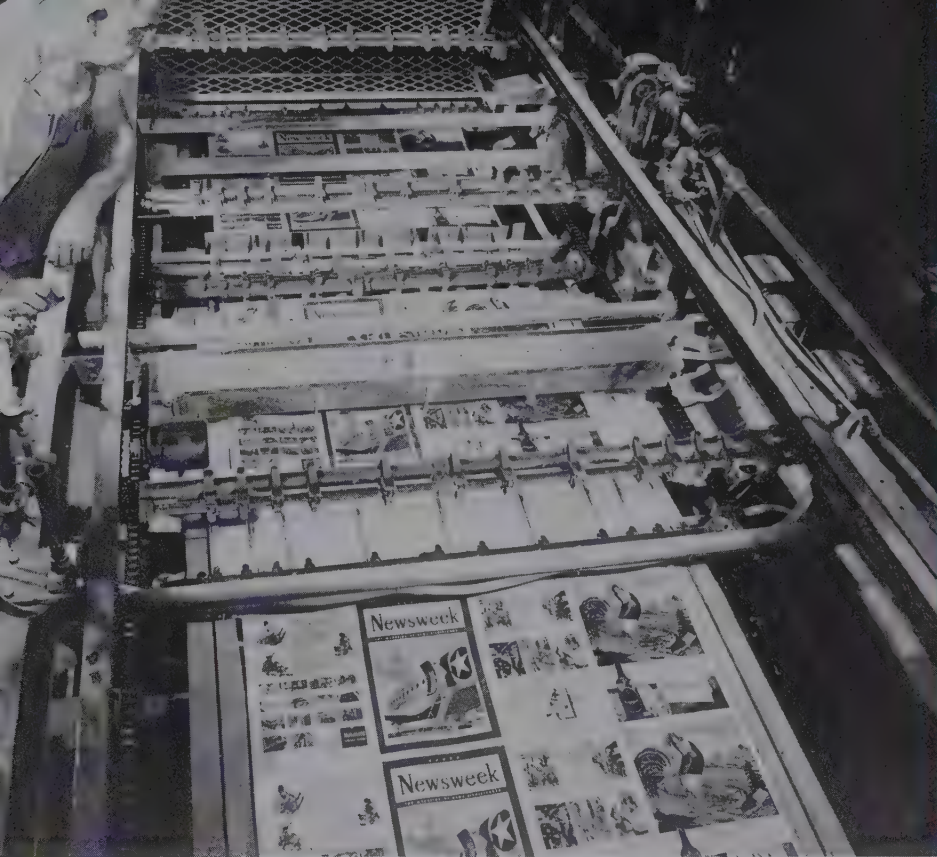
Elston Fissell applies underlay paper to back side of a press plate. This is required to make plate print on web.

This view is from the top deck of a Cottrell double five-color press and shows the printed web as it goes into the slitter knives and thence on into the folding mechanism.



At left, plates are secured in their proper place on the cylinder to provide the necessary fold or margin

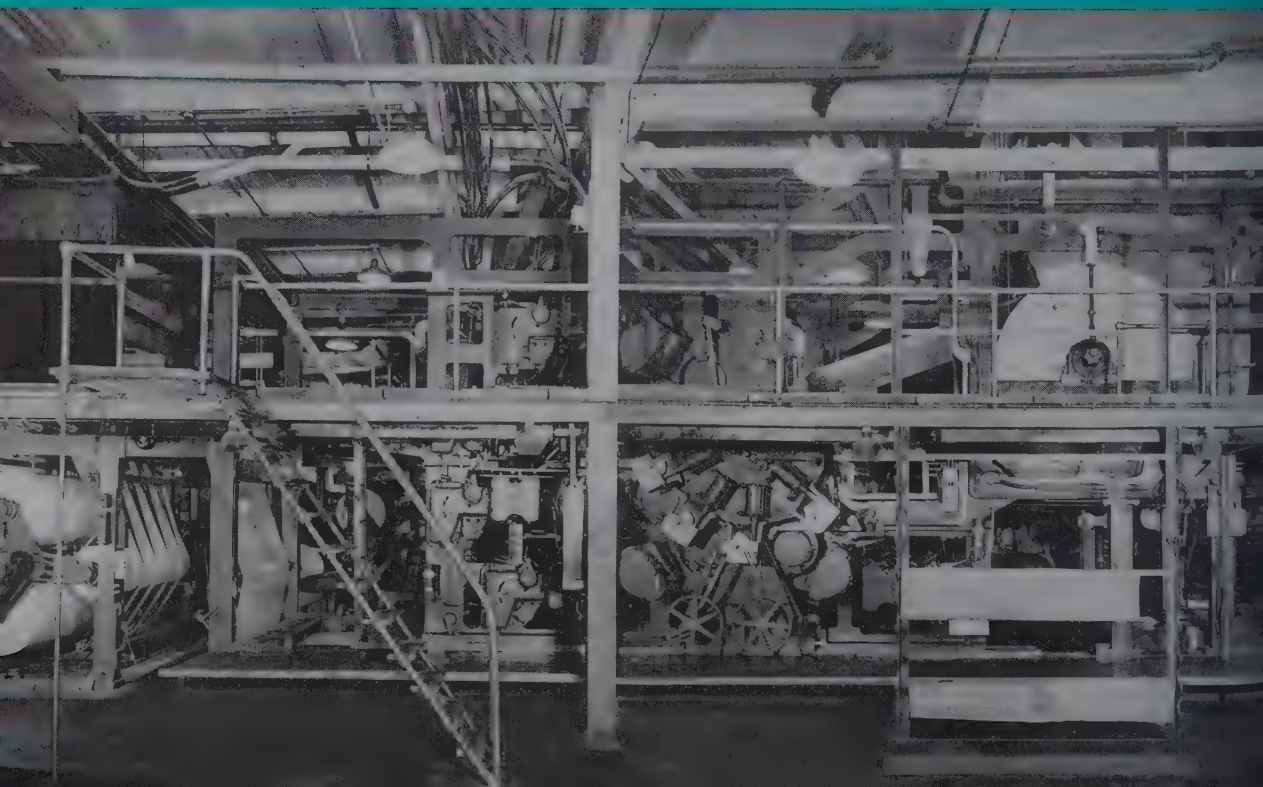
in the magazine. Right, Lloyd Pace moves color plate into position so color impression will register with black.



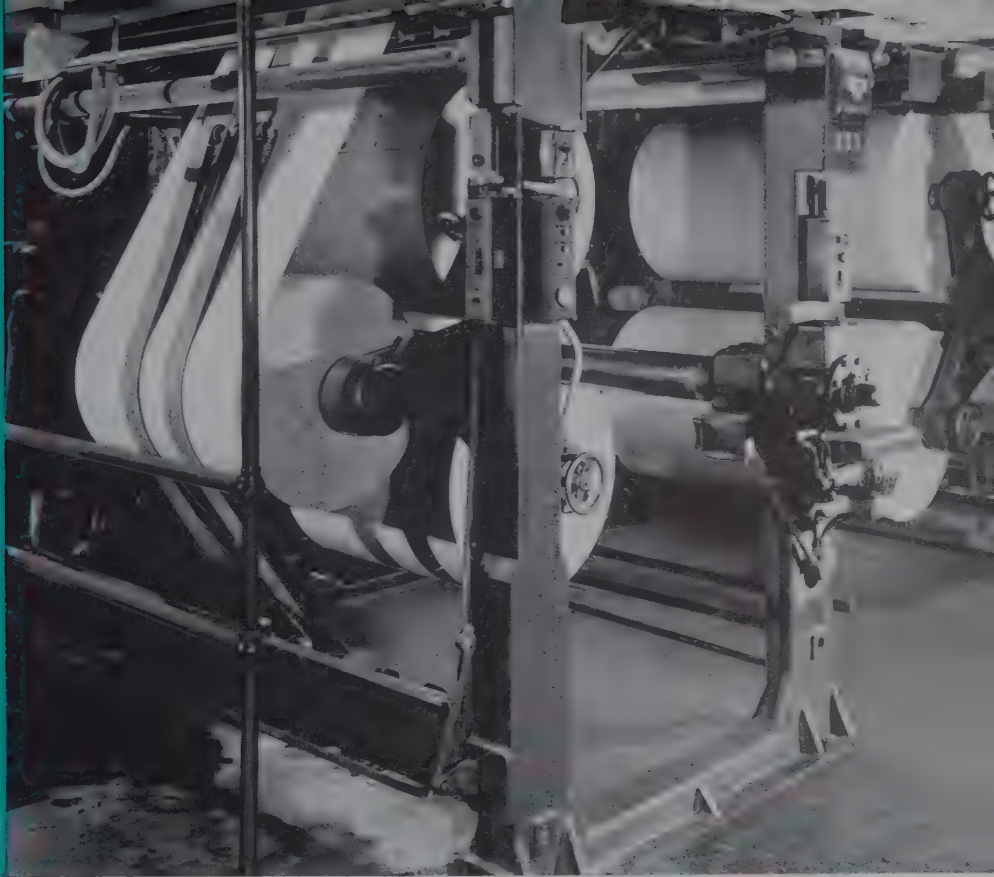
A journeyman pressman must make all decisions concerning the operation of his press and also supervise all other members of the press crew. Adrian Laberman is shown here as he checks the production of his press for quality.

There are, in the Dayton Plant, nine such giant ten-color presses as this for the printing of McCall's Magazine. Each press is over 80 feet long and weighs approximately

270 tons and is machined to the precision of the finest tools. They are designed to produce 14,000 20-page magazine sections per hour completely folded and ready for

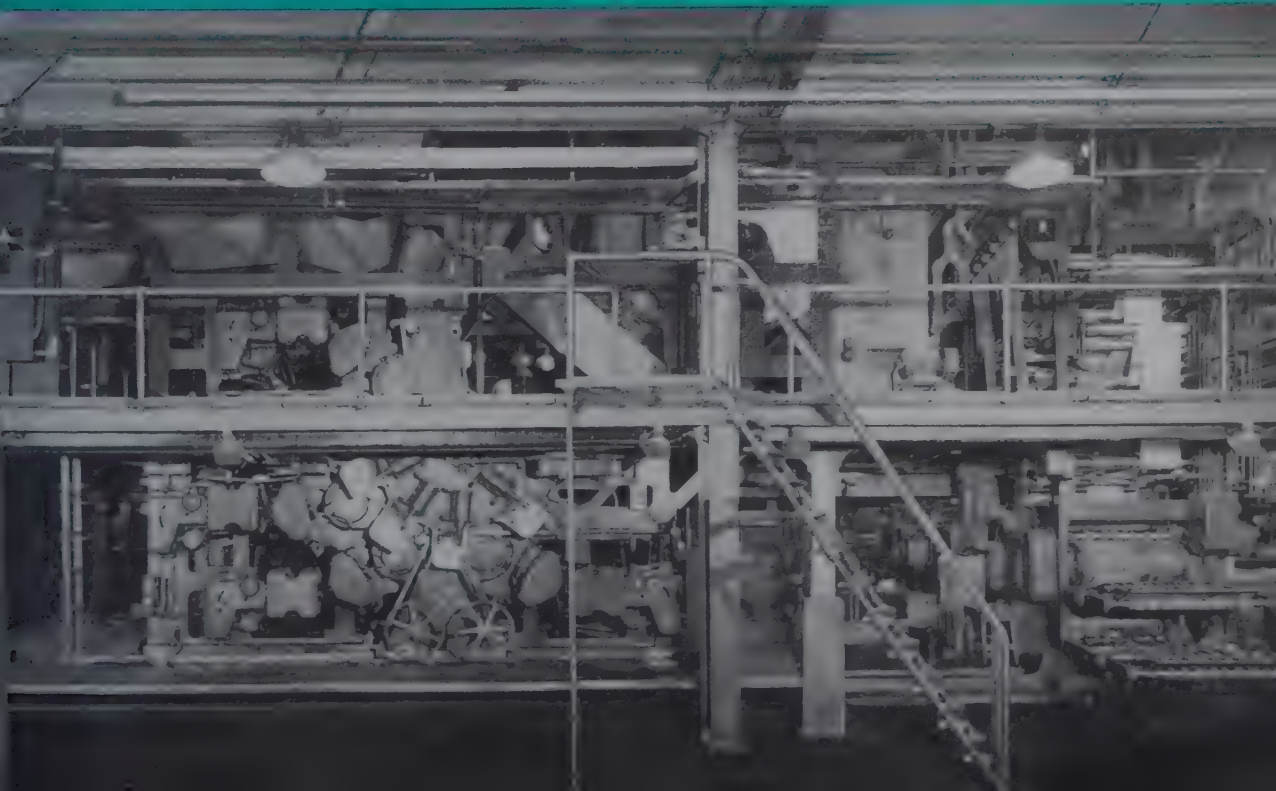


Automatic pasters and reel equipment make it possible to change from one roll of paper to the other without stopping the press and are a definite production factor in high-speed printing.



binding. They are equipped with special roll-feed devices which place a new roll of paper in position for printing without any reduction in the speed of the press.

Ink is dried by means of high-pressure steam and pre-heated air. The steam is supplied by oil-fired boilers and the air is heated by natural or liquid Propane gas.





Above: This battery of four flat-bed, sheet-fed, two-color Miehle presses is part of the Job Press Printing Division.

Below: Envelopes for McCall Patterns and miscellaneous job printing are done on Miller presses such as are shown here.



presses, and two 32-page Cottrells, all of which print in color and black.

The 96-page Cottrells were the first presses put into operation in the Dayton Plant that combined printing and folding. The August, 1930, issue of REDBOOK Magazine was the first to be printed on these presses. The folding of the sheets, however, presented the problem of offset, or smear, as the wet sheets came in contact with each other and traveled over the various angle bars and folder rollers. Then when the 32-page Goss high-speed presses were installed in 1937 they were equipped with drying ovens designed to use "heat-set" ink. The principle of this drying equipment was that as the web traveled over a direct flame, the ink instantly dried by the contact of the flame, and was cooled over water rollers. This involved the use of a new type ink made especially for heat-set printing. Consequently, drying equipment was put on all the 96-page presses then operating, thus greatly improving the quality of the printing.

The crews for the various presses in the Rotary Department correspond with those of the Multi-Color Department, with the exception that the 192-page Goss press crew has three packer boys instead of two.

Body pages (which total approximately 18,000,000 per month), for all of the magazines printed in the Dayton Plant, with the exception of McCall's, McCall Pattern Book, McCall Needlework, REDBOOK, READER'S DIGEST,

OUTDOOR LIFE, and FRIEND'S, are printed on the presses in the Rotary Department.

In 1948 three new double five-color, 144-page Goss presses were installed for the printing of READER'S DIGEST Magazine, a contract which McCall Corporation had just acquired. Also at that time two new 64-page two- and five-color Cottrell presses were installed for the printing of REDBOOK Magazine. These presses constitute the Digest-Redbook Department.

The Digest presses are 100 feet long, have approximately 300 feet of paper winding through the press at one time, print five colors on one side of the sheet of paper and five colors on the other side, and operate at a rate of speed of approximately 16,000 impressions per hour with the folded signatures coming off the press printed in duplicate. McCall Corporation prints 4½ million copies of READER'S DIGEST Magazine each month, one-half of the magazine's domestic output.

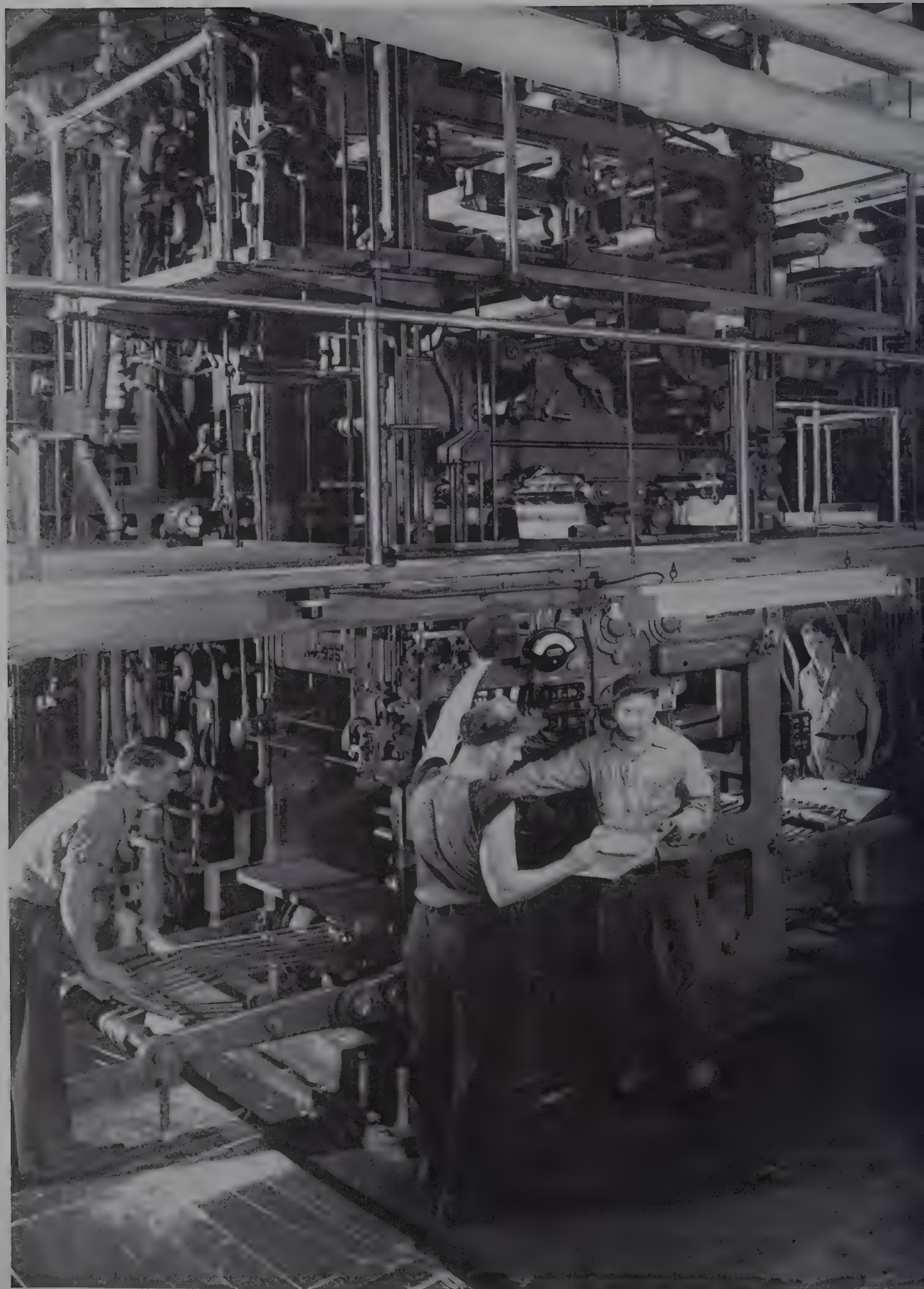
More than 2,000,000 copies of REDBOOK Magazine are printed each month on the Redbook presses, which operate at a speed of approximately 12,000 impressions per hour. The press crews for both the Digest and Redbook presses correspond with the crews in the Multi-Color Department with the exception that the Digest press crew has three packer boys, and a junior helper who takes care of the inks, seeing that fountains are cleaned and filled with the proper inks. He also assists and relieves the packer boys.



The picture below shows one of the two Cottrell two-color rotary-cylinder presses which are also a

part of the Job Press Printing Division. These presses are used in the printing of all two-color covers.

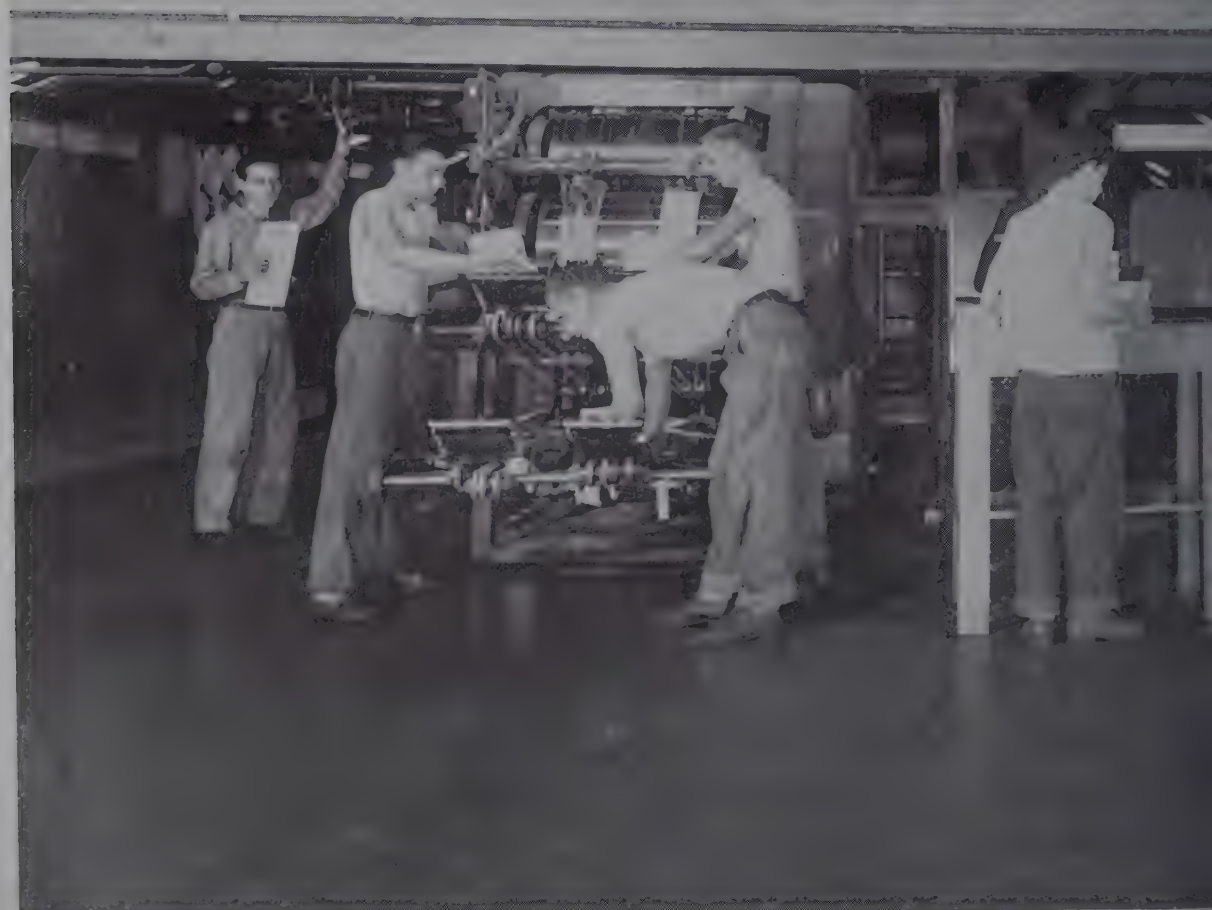
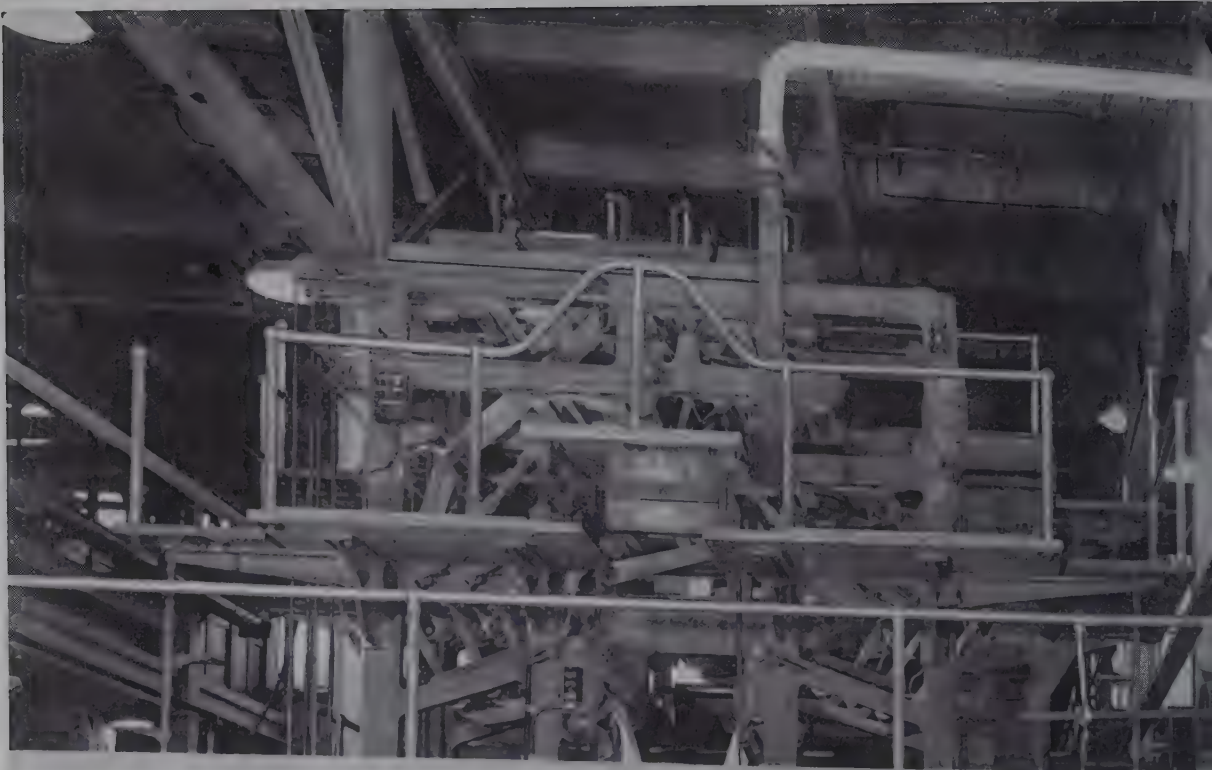






THE ROTARY PRESSROOM

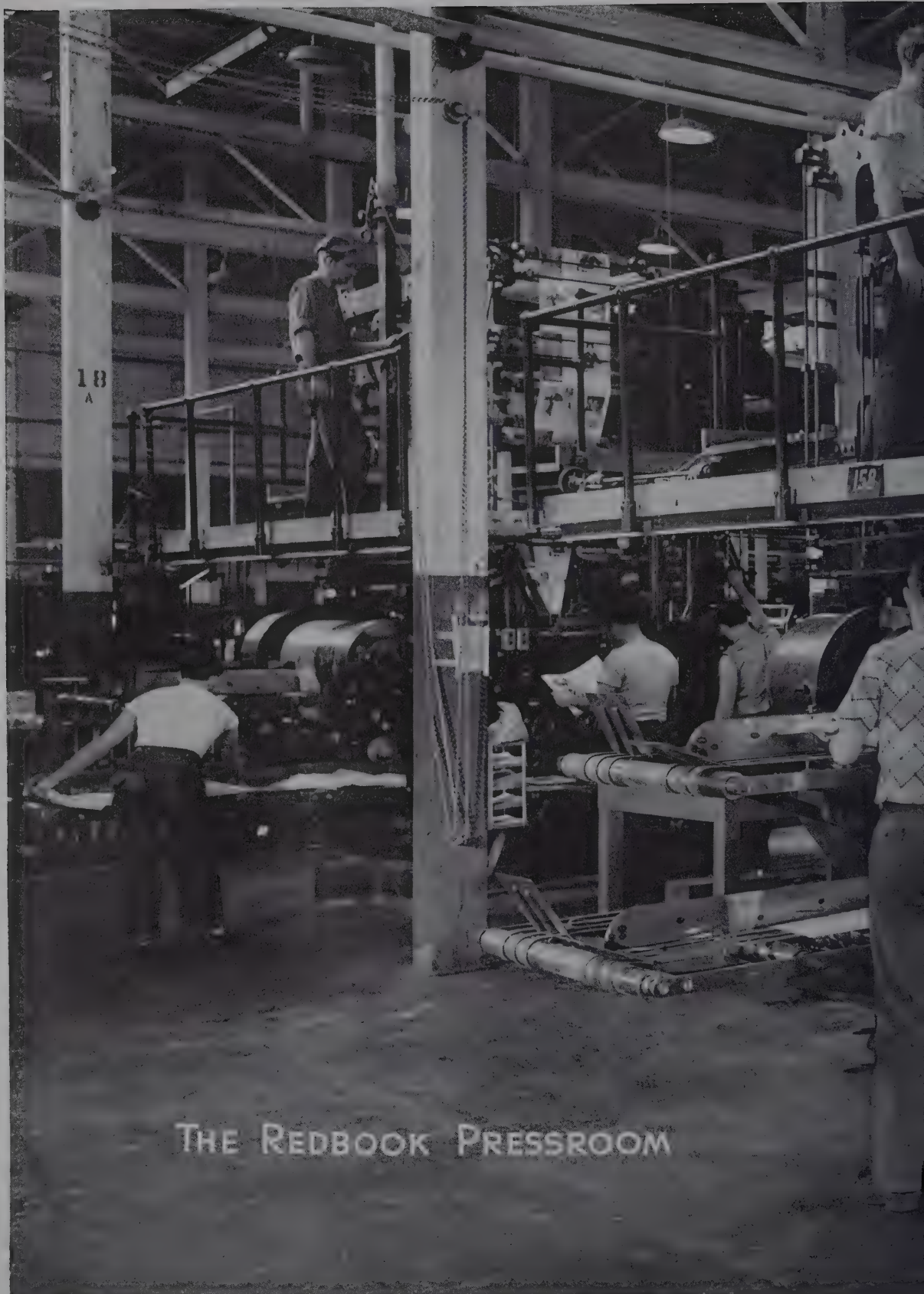




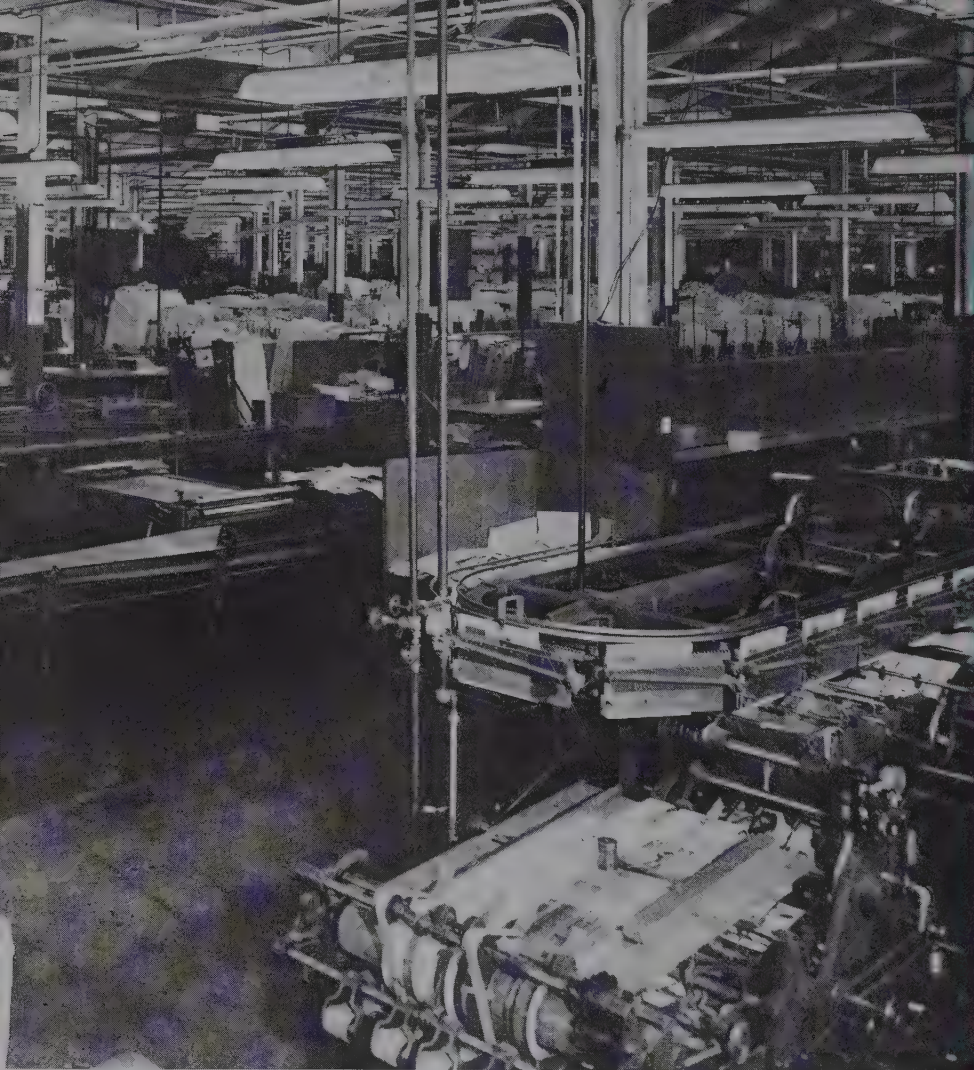


THE READER'S DIGEST PRESSROOM









The McCall Bindery is one of the largest in the publication industry, covering approximately 84,000 square feet of floor space.

Bindery

THE first pieces of machinery installed in the McCall Bindery in 1924 were six gathering machines (two of which were brought from New York and the other four were purchased new), two Seybold continuous trimmers, four cutters, seven right-angle, 16-page folders, three 12-page folders, and two 8-page folders, all of which were double-deck. There were also two "choppers" or single-deck folders.

The Folding Department continued to grow until 1930 when there were nineteen machines in the Bindery. Then new presses were installed which combined printing and folding and consequently the need for folders gradually decreased until today we have only twelve of them, two of which are seldom used.

At the present time there are 46 pieces of machinery in the McCall Bindery, consisting of cutters, folders, single-stitchers, combination gatherer-stitchers, folders, saddle-stitch gatherers, and trimmers, manned three shifts a day, six days per week. The McCall Bindery is one of the largest of its kind in the country, covering approximately 84,000 square feet of floor space.

All work done in the Sheet-fed Division of the pressroom is delivered to the Bindery on flat sheets with from 16 to 64 pages printed on them. These sheets, of course, must be cut up before books can be made. Consequently, they go to the five cutting machines, ranging from 51" to 85" wide, where the men figure out how many cuts will be required to get the desired number of single two-pagers, four-pagers, eight-pagers or sixteen-pagers with proper margins all around to allow for trimming after assembling and proper appearance in the book. These cut sections, or signatures, are then piled separately on skids, the single inserts and flat covers to be delivered direct to the Gathering Machines, and the four- eight- and sixteen-pagers to the Folders. Each cutting machine is operated by one man.

There are four different types of folders in the Bindery

One of McCall's completely-automatic cutters is being operated here by Hamner Berry, who has worked at McCall Corp. for 25 years.



—Dexter double-deckers which fold four-page and eight-page parallel-fold signatures, Dexter double-deckers for folding sixteen-page right angle signatures, single-deck Dexters for folding four-pagers and eight-pagers up to four abreast, and high speed single-deck Clevelands which, on publication work, usually fold four-pagers or eight-pagers two abreast.

An average of ten of these machines operate three shifts daily, turning out folded signatures at the rate of 11,000 per hour each. They are each manned by one operator who takes the stock from the cutter, loads it in small lifts on the feeders, keeps the machine in adjustment for proper folding, jogs the product into straight stacks, piles it on separate skids for each kind of section and then marks his load for identification should an error occur or bad work be produced. These loads are then ready for the gathering machines.

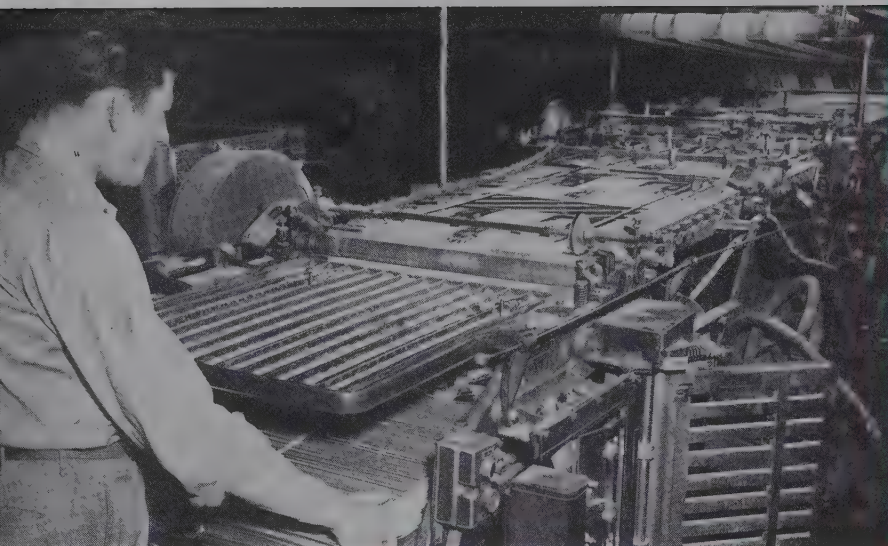
When an Operator is assigned the job of setting up a side-stitch gathering-stitching and covering machine for running a book, he is given a layout showing the manner in which signatures are to be arranged along the machine for gathering them in consecutive order. He then identifies

the position for each section by hanging a sample signature immediately above the box or hopper from which it is to be fed into the machine. The truckers then bring in the stock, placing a load of each kind of signature behind its particular spot. The last section of the book is placed farthest from the stitcher, or at the tail end of the machine. A load of each other kind is placed in order down the machine until the front section of the book is at the head of the gathering machine. McCALL'S, McCALL NEEDLEWORK, McCALL PATTERN BOOK, and McCALL ADVANCE STYLE CATALOGUE are gathered, stitched, and bound on these machines.

Each hopper must be adjusted to size and the gripper arms which reach in to pull out one section with each operation from the pile of stock placed in the hopper must be adjusted to the very thickness of the section being fed. These grippers are equipped with calipers which, when properly set, will automatically stop the machine should a signature of irregular size be placed into the hopper.

After each hopper box and gripper arm has been so adjusted and tried out individually, they are ready to be run collectively, or in unison. For instance, if a twelve-section





Russell Hundley is the operator of this high-speed Cleveland folder which folds anything from an ordinary 4-page to 64-page right angle. Speed ranges up to 15,000 per hour.



Art Nickel is the operator of this double-deck Dexter folder which folds signatures at the rate of more than 11,000 hourly.



Lizzie Black makes this job appear to be very easy. She has just counted and jogged a hand of magazines which have come off of a gathering machine.



Bessie Williams and Katherine Hussong are feeders on this 32-box gathering machine. Each girl jogs and feeds eight boxes, making sure that the sections are always placed in the proper boxes in order to avoid any duplication and omissions.

book is being run, twelve arms will go into the twelve piles of stock in the hoppers at once, and lifters on either side of the pile will lift up slightly on all the stock except the one section on the bottom which is pulled down by suction cups to allow the fingers on the gripper arm to grasp it. Then as the arm swings away from the hopper the section is automatically released and deposited in a trough running the full length of the machine. This same operation is being performed simultaneously at all twelve hoppers. Running down through the middle of this trough is a chain on which pins are mounted equidistant to the exact measurement of the distance from one hopper to another and running at a speed which will move a particular pin from the edge of one hopper to the corresponding edge on the next one with each complete swing of the gripper arm which is depositing the signature in the trough. It will be seen, then, that after twelve operations the signature which started at the tail end of the machine will have had eleven other signatures fall on it as it was carried along by its particular pin past the other hoppers to the last one containing the front signature of the book. Since one signature more is being added as the books pass down the machine it takes twelve operations, in the case of a twelve-signature book, to get one complete book. With each operation thereafter, however, a full magazine is produced.

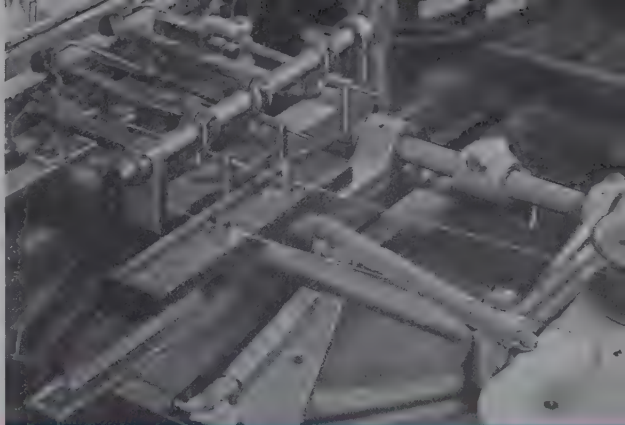
To finish the operation, the books are carried on down the machine where they pass through a stitching machine and the signatures are sewn together by two or three wire staples. They then go into clamps which hold them in position as they pass over a glue wheel and on to a spot where the cover is fed from underneath and glued onto the book. After passing through breakers to crimp the cover around the book, they reach the delivery conveyor where they are then counted into "bunches" or "hands," and are stacked in rows on trucks for delivery to the trimmers.

These machines operate at speeds ranging from 73 to 120 per minute and produce from 3,600 to 5,400 books each hour. The Operator is in charge of the crew which, on smaller books, consists of himself, a Cover-Loader Feeder, a Hopper Feeder, a Repair and Relief Woman, and a Book-stacker. On larger publications another Operator is added with increased help in the various other categories as required.

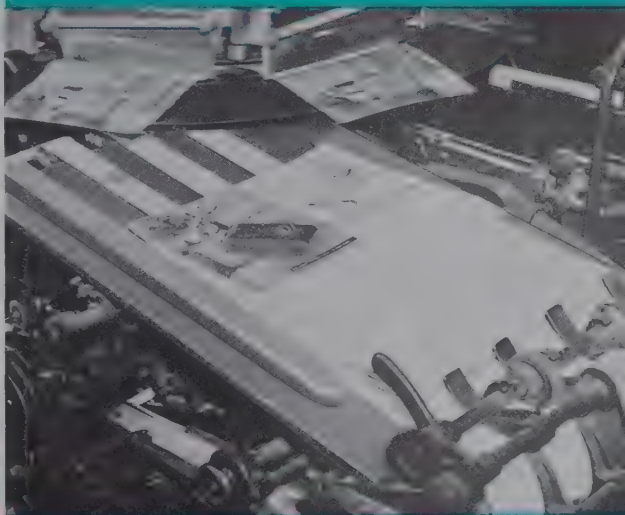
The latest additions to our gathering-stitching and covering equipment are the READER'S DIGEST and REDBOOK machines. The READER'S DIGEST machine is 87 feet long and has facilities for gathering up to 24 signatures into a single book. It may be adjusted to take signatures ranging from 6 inches to 16 inches in length, thus enabling McCall's to run books of READER'S DIGEST or POPULAR SCIENCE on up to McCALL's size or larger.

There are two separate stitching units on the machine, consisting of four heads each so arranged that each stitcher catches every other book alternately for inserting the four wire staples into the two books which travel through as a single book. Of course, when only one book is being gathered at a time, two stitching heads on each stitcher are not used.

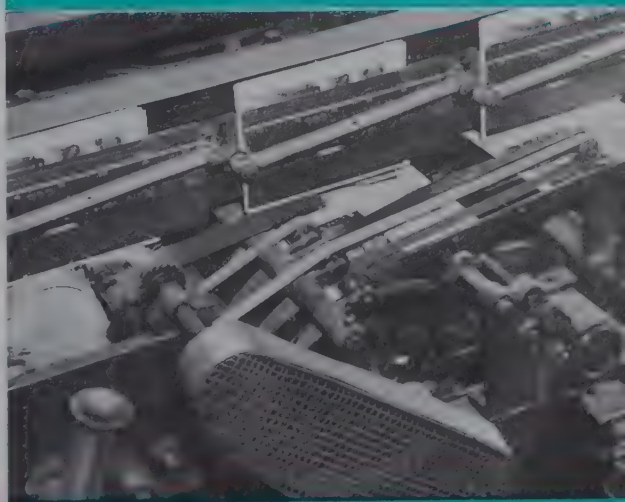
The covering end of the machine is especially built for high speed, with the cover-feeder, glue applicator, cover



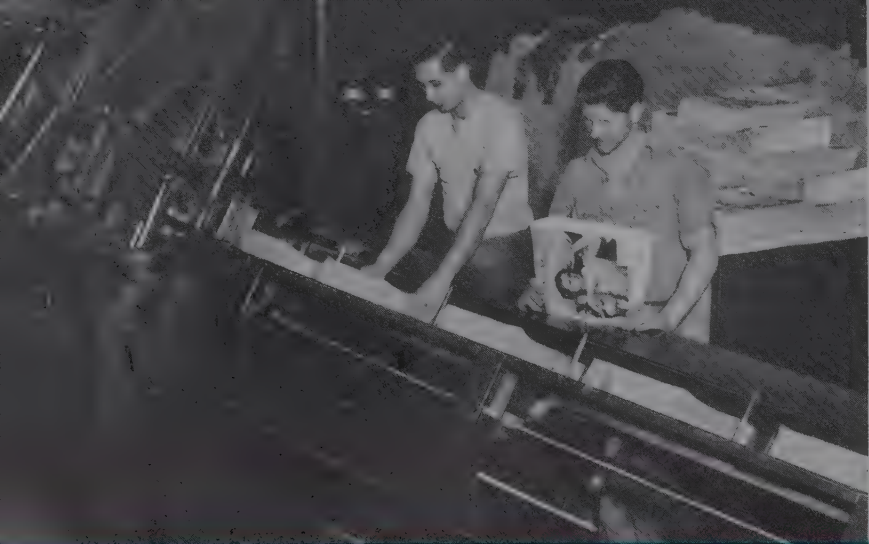
The device shown here is a one-up stitcher which places two or three wire staples in one book at a time. Only the body of a side-stitch publication is sewn together.



This mechanism releases covers one at a time and they are then carried by chain and tapes to the point of contact with the magazine after glue has been applied.



Here covers can be seen as they come up to meet their respective books. With only a thin coating of glue on backbone, glue consumption is 17,000 lbs. per month.



Junior Crist and Bill Elam feed magazines into this straight-line Sheridan trimmer. The magazines are carried into the trimmer knives via a conveyor belt.



Here in the wrapping line it is first necessary for the

breakers and the delivery mechanism all on the same side for easy accessibility when troubles arise.

The gathering section of the machine is of unique design. Instead of having levers with grippers on the end, passing back and forth picking up the signatures and depositing them in the trough through which they pass on to the stitchers, this machine has a rotating cylinder at each signature station on which are mounted two sets of grippers that grab a signature with each half turn of the cylinder and, as it continues its course, lays the signature down smoothly on the traveling chain. The machine is capable of producing books at a rate of 150 per minute.

The REDBOOK machine operates on the same basis as the READER'S DIGEST machine with one main exception. The REDBOOK machine is equipped to gather and bind only one-up signatures whereas the READER'S DIGEST machine gathers and binds two-up signatures, throwing out two complete magazines at a time. The REDBOOK machine is

80 feet long and is equipped to gather up to 24 sections into one magazine. It is capable of producing books at a rate of 150 per minute.

The processes involved in making saddle-stitched books vary from the side-stitched books only in that the order in which the signatures are gathered and, in fact, are printed, is different. These signatures are laid out so that half the pages go into the front part of the book and half go into the back of the book by fitting signatures around each other. Consequently, in gathering, the middle signature is dropped around a chain first and as it passes each hopper the succeeding signature is dropped around it until finally the cover drops on. The book then passes to the stitcher and thence to the delivery. These machines have devices which not only jog the books into piles but also count them into equal-sized hands, thus reducing the chance of error and the necessity of hand counting.

These machines operate at 110 to 125 books per minute



These workmen are pasting sorted labels on predetermined sizes of paper and marking the required number of books for the particular bundle on the back of the sheet.



Seven workers are required to operate a Cheshire mailing machine. They are a feeder, an operator, two take-off girls, two wrappers, and one bagger.



wrapper to determine from the label the number of books needed for his bundle. The book count must be accurate.



Ed Brandenburg is selecting rubber stamps which are used to stamp master labels for wholesale dealer accounts.

and average from 5,700 to 6,500 books per hour, depending on the kind and number of signatures in the book.

The magazines produced by both types of gathering machines are piled in rows on two-sided trucks in hands or bunches of equal size. These loads are wheeled to the Trimmers where Feeders place a hand at a time on a conveyor which carries the books into the machine. At the first station the front of the book is trimmed by one knife, and then the hand is conveyed to the next station where two knives trim off the top and bottom. There is a separate trimmer for *READER'S DIGEST* which, in addition to trimming the magazines, also cuts them into two separate books. From there they continue by conveyor to the Mailing Room.

The trimmers are adjustable to any size book and run at speeds which range from 20 to 35 cuts per minute.

The regular crew on a trimmer consists of the Operator, a Feeder and a Take-off Man when running at slow speeds, turning out approximately 6,000 cuts in eight hours. When greater production is required the speed is brought up to 35 per minute, and additional feeders and conveyor men are put on as required in getting an average of 1,700 cuts per hour or 13,600 for an eight-hour shift. After the magazines are trimmed they are trucked to the Mailing Room.

Mailing Room

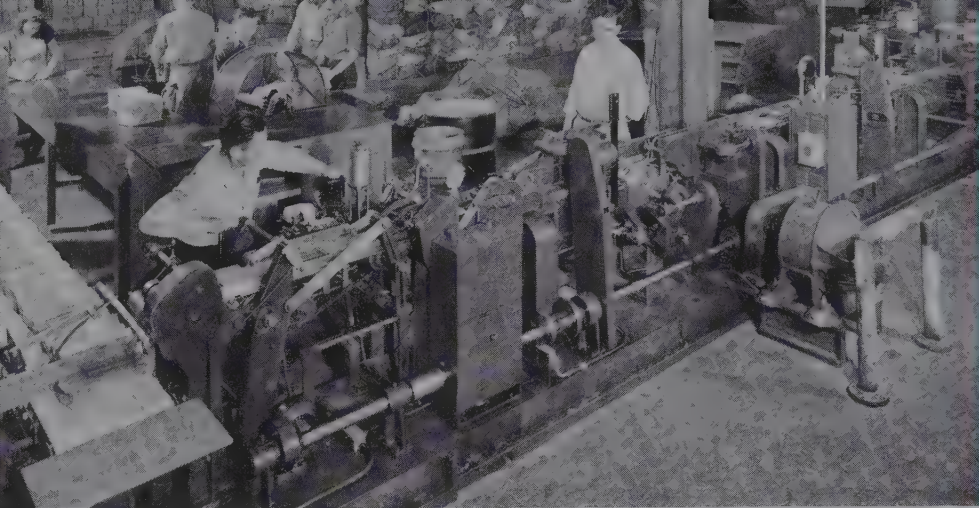
MCCALL'S Mailing Room equipment in 1924 consisted only of two Speedamat mailing machines for the mailing of McCALL's Magazine, and two electric trucks for hauling the magazines. Today the McCALL Mailing Room is equipped with two Speedamats, five wrappers, four Cheshire addressing machines, twenty Bunn electric

tying machines, eight electric wire tying machines, four electric trucks, three large trucks for hauling mail and one small delivery truck for special mail.

Master labels for all wholesale accounts are stamped with the dealers' names and addresses. The stamps upon which these names and addresses appear are furnished by our two distributors, the SM News Company and the American News Company, and are filed alphabetically according to states. The freight shipping instructions and master labels are processed by key men according to sched-



This is one of the two Speedamat machines in the Mailing Room. Separate stencils are used for each address which is imprinted directly on the face of the magazine.



This Sheridan flat-wrap machine is used in the processing of Reader's Digest and Popular Science. It places an addressed wrapper on each individual book.



Single copies and small wholesale and retail orders are wrapped on this line which is located in the Basement Mailing Division. Each wrapper operates a tying machine.



At this check-out station of the Pattern Shipping Division it is necessary for Carl Pace to make a quick and accurate decision as to the best method of shipment.

ule dates for freight cars or truck lines, and placed in bins ready for use.

Five men are employed in the process of pasting the sorted labels on predetermined sizes of paper and marking the required number of books for the particular bundle on the back of the sheet. The labeled sheets which are processed in the Downstairs Mailing Section are sent there; the rest are sent to the wrapping lines.

The wrapping lines for freight and express, of which there are three, consist of four wrappers, a key man, and a checker per line. The third line has just recently been equipped with Gerrard wire tying machines. POPULAR SCIENCE and READER'S DIGEST are bound here with wire instead of rope. Each wrapper works on an individual table with magazines, paper, and rope or wire within easy reach for efficient operation. When a wrapper determines the number of copies needed for his bundle, he takes the required number of "hands" from the skid and wraps them. It is of the utmost importance that these "hands" are accurately counted in the Bindery and that they remain so. After the bundle is securely tied it is placed on the conveyor which carries it to the key man who, assisted by his checker, rubber stamps the package with the name of the agency and the publication. In this way freight and express packages find their way to the end of the line, while the mail is bagged on the side. All three are placed on skids for shipment.

Saddle-stitched magazines such as NEWSWEEK, U.S. NEWS & WORLD REPORT, OUTDOORS, AMERICAN GIRL, etc., are the publications which are run on the three Cheshire mailing machines. The members of the crew of seven, according to the flow of the work, are: a feeder, an operator, two take-off girls, two wrappers, and one bagger. An average hourly production of from 10,000 to 14,000 books is maintained on these machines. The tape roll which supplies the necessary addresses feeds into the machine at the point at which the label is pasted on the magazines. This roll is furnished either by McCall's or by the various contract publishers, depending upon the publication being run. The addressed copies are then taken off the conveyor according to "town markers." Each town is wrapped separately and the finished bundle is pushed along to the

bagger who puts the bundles into labeled bags and places them on skids ready for the postoffice.

Miscellaneous copies of less than five to a city are run on Sheridan single-wrap machines. On this machine a feeder sends the copies through the machine which automatically places a cover on them in such a way that the address label, which was affixed on the Cheshire machine, will show. The wrapped magazines are then bagged and placed on skids.

REDBOOK, BLUE BOOK, CHARM, and OUTDOOR LIFE are processed on the Martin mailing machine. On this machine one operation gives the magazine a single wrapper upon which appears an imprinted return address and postage indicia plus an addressed label. A feeder, two operators, with divided duties, a ticket writer for necessary markers on a job run, a take-off man, and three baggers constitute the crew which facilitates the movement of between 9,000 to 12,000 copies through the machine each hour.

McCALL's Magazines are handled on two Speedamat machines on which separate stencils are used for the individual addresses, which are imprinted directly on the cover of the copy. Ten people are needed to operate this machine at 9,000 copies per hour. An operator feeds the stencils while a miscellaneous man refills the stencils which have been run and relieves the crew. The feeder sends 150 copies per minute through the hopper; a ticket writer makes out the necessary bag tickets; a take-off man removes the copies according to town markers; two wrappers clothe the bundles in Kraft paper; and three baggers place the bags on skids.

The Sheridan flat-wrap machines are used in the processing of READER'S DIGEST and POPULAR SCIENCE. The crew and production techniques on this machine are much the same as those of the Martin mailing machine.

The Basement Mailing Section does much the same work as the upstairs division and is kept in harmony with it by a trucker who keeps the stock coming in and the mail going out. Included in the Basement section is the History Department where a running record is kept on all publications as far back as 1904. After a current issue is mailed, the remaining copies, which total approximately 500,000 per month, find their way to this department.

The Pattern Shipping Division is responsible for the shipment of monthly supplies of patterns, McCALL STYLE NEWS, and counter catalogues to approximately 7,500 department stores throughout the world. Here the patterns are wrapped, wire-tied, weighed, and routed in the fastest, most economical manner. In the advance pattern division some 2,000 of the standing order accounts receive advance issues of pattern designs. Stores in the surrounding territory of Ohio receive a one-day service on re-orders of patterns.

The Railway Express and the postoffice have sub-stations at McCall's to insure more efficient handling of mail and express shipments. All mail is weighed in the Plant and loaded in cars or trucks bound for the depot. A foreman, checker, and the required number of truckers and loaders handle our car- and truck-loading. The McCall postoffice processes approximately 7,000,000 lbs. of mail which is shipped by train and another 9,000,000 lbs. which is shipped by freight, truck, and express each month.



The Railway Express and the Post Office have sub-stations in the Dayton Plant to insure more efficient handling of mail and express shipments. All mail is weighed in the Plant, then loaded in cars or trucks bound for the depot.



Sixty per cent of the poundage handled by the Dayton Post Office is made up of the 23 publications processed each month, at McCall's Dayton Plant. Approximately 53 freight cars are loaded at McCall docks each month.

Subscription

In McCall's Subscription Department, approximately 200 girls are employed whose job it is to provide service for subscribers all over the world who read by subscription the magazines owned and published by McCall Corporation.

Each subscription order we receive represents a long-term investment by an individual. The subscriber, by paying in advance, indicates that he or she has a keen interest in the publication ordered and wishes to avoid the risk of missing any copies during the term subscribed for, so it is essential that each order be handled with speed and accuracy and each operation in the Subscription Department plays a big part in bringing this about.

All mail for the Dayton Plant is delivered to the Cashier's Office where it is opened and separated. Subscription mail is sorted into two classifications, namely subscription orders and correspondence. All mail covering orders for subscriptions is posted on specially-designed billing machines and the money removed. The orders are then sent to the Analysis Department and the correspondence to the Subscription Department Mail-Reader.

Each order is analyzed as to the term, remittance and source of mail. At the time the order is posted on the billing machine a cash register ticket is automatically delivered by the machine and is attached to the order. From this ticket, which is properly marked by the Analyzer, a daily cash sheet is prepared and it must balance with the total receipts of the day. This cash sheet gives our New York Circulation Department a complete picture of the type and amount of mail coming in. After the mail is analyzed each order is stamped with an identifying order number and it is then arranged numerically in envelopes. The peak season is from November 1 to February 1 and the number of orders handled daily will range from 3,000 to 20,000.

After the orders are analyzed and packaged they are sent to Renewal Searching. Here the Renewal Searcher checks to determine, in the case of renewals, the correct issue with which the subscription should start. It is also in this department that the addresses are checked for correct spelling of cities and are zoned for the more than 100 such cities as required by postal regulations. A Renewal Searcher handles about 300 such orders daily.

The next step is Stencil Cutting. A stencil name plate is embossed for each subscription containing the name, complete address and information in code as to when the subscription will expire, the date it began, the kind of order and the order number. This code-line, sometimes referred to as the key-line, plays an important part in the life of a subscription as the information on the code-line determines the date the stencil is lifted from file and renewal invitations sent. For instance—a key-line reading 12 D 6094L8 11-0, indicates a subscription starting with a December issue, received directly from the subscriber and

given order number 6094 in the month of November, 1948. Service is for two years and it will expire with the November 1950 issue. These stencils are of metal, about an inch wide and a little over three inches long. The machines on which they are stamped have standard typewriter keyboards and are operated electrically. A Stencil Cutter can cut approximately 675 stencils each day.

After the stencils are cut they are carefully compared with the orders by the Proofreaders to see that no errors have been made. A Proofreader will examine approximately 1,300 such stencils daily. If any errors are found the name plates are returned to the Stencil Cutter for correction and then again examined before releasing. All orders for magazines published by the McCall Corporation are released together as oftentimes a subscriber may send for more than one of the various publications on the same order. The Proofreader places the stencil nameplate for each publication in a different tray, thus segregating each so the subscriber will receive the magazine desired. From this department the orders are released to Order Files where they are filed numerically.

The stencils are then released to the Stencil & Wrapper Sorting Department where they are arranged by city and state and are then taken to the Machine Room where a wrapper is addressed for whatever issue is specified by the Stencil Sorter. The stencils are then returned to the Stencil Sorting Department and are in turn released by them to the various file sections.

A File Clerk has a section consisting of several states and



is responsible for the filing of new stencils into the ones already in file. These are filed according to state, city or town and alphabetically by the subscriber's last name. In filing these new stencils, the File Clerk must be on the alert, for the first stencil in each city must be notched by what is termed a "town marker" and the last stencil of each tray is notched to indicate a "tray marker." Each month the stencils for McCall's Magazine are sent to the Mailing Room where the subscriber's name and address are automatically printed on the copy of the magazine. REDBOOK, BLUE BOOK, McCall ADVANCE STYLES, McCall PATTERN BOOK and McCall NEEDLEWORK are addressed on wrappers, which are sent to the Mailing Room so that the magazines can be wrapped for delivery. The "town marker" previously mentioned is of help to those handling the magazines or wrappers when making up bundles for the postoffice. To the person operating the machine the "tray markers" are an indication of the last stencil to go into a tray—thus assuring that the stencils always remain in order.

Four notices are sent out inviting a subscriber to renew his or her subscription. These expiring stencils are lifted from the regular files one month prior to their actual expiration by Expire Pullers who place them in trays in the order pulled. The notices are addressed from these stencils. In the last magazine mailed a notice is inserted reading, "Your subscription expires with this issue." These files are always checked by the Renewal Seachers.

Before orders are sent to file all agents and agency

orders are carefully recorded under the name of the agent or agency. After any person has sold a required number of subscriptions, he or she may become a Local Representative retaining commissions on all orders sold under the rules and regulations of the Local Agent Department. The production maintained will sometimes qualify them for even greater commissions. The status of all agency orders are determined by the New York Circulation Department and a report of production is sent to them every month for each agency. As a further service to representatives McCall's Subscription Fulfillment Division clears for them any subscriptions for other magazines at regular trade rates. This operation makes necessary an Outside Magazine Department where record is kept of all orders forwarded to the various publishers.

The correspondence sent to the Mail Reader is sorted for changes-of-address, complaints, cancellations and inquiries regarding rates. The Subscribers' Service Bureau handles all complaints made by subscribers and a card or letter is mailed to the subscriber advising him or her as to what adjustment has been made or, if more information is required before an adjustment can be made, a letter is sent.

Special Correspondents handle all mail requiring dictated letters. These letters are dictated onto cylinder records and are transcribed in the Central Typing Department.

Various reasons make it necessary to cancel a subscription and a record is kept in a card file of all cancelled subscriptions.

Notices regarding a change of address are referred to

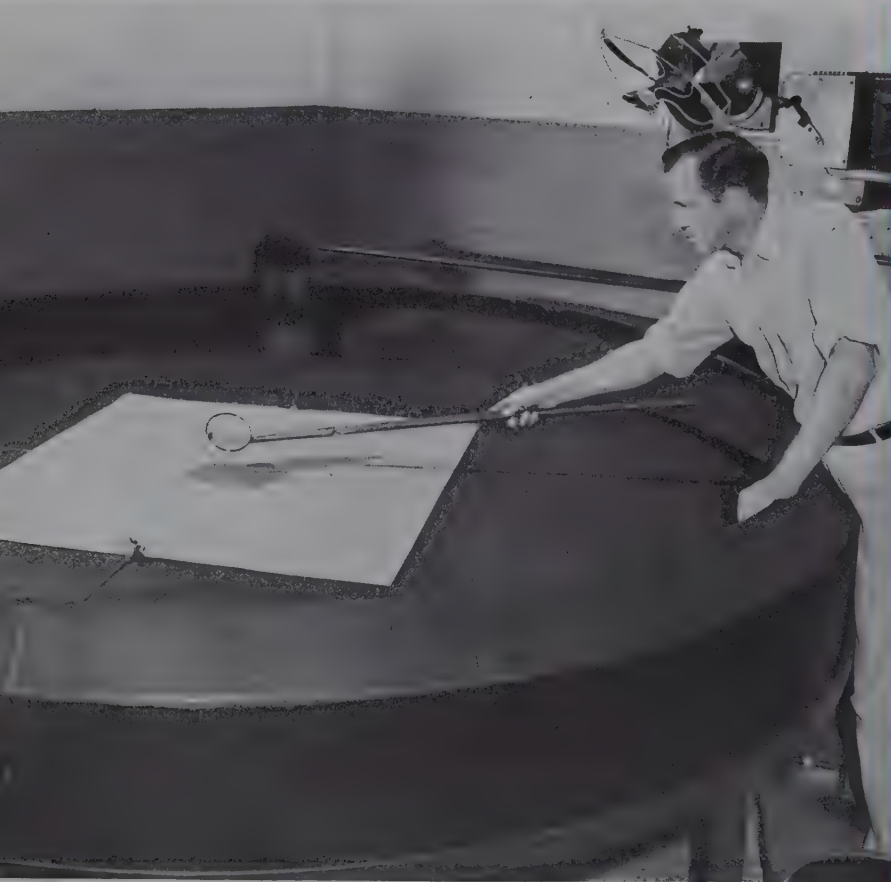


Approximately 200 girls are employed in McCall's Subscription Fulfillment Department. This unit is one of the show places of the Dayton Plant. More than four and one-half million subscription stencils are on file in the racks which run the length of this huge department.





The first step in the preparation for printing by the Offset method is the graining of the zinc plate. This graining is accomplished by roughening the metal by rubbing it with abrasives. The 11,000 steel balls which Jim Hockaday has just rolled onto a plate weigh approximately seven hundred pounds.



After the plate has been grained, washed, and dried, it is placed on a whirler, which, when in motion, revolves at the rate of about 200 times per minute. Walter Hockaday is shown here as he pours sensitizing solution on a plate clamped on whirler's bed.

John Dieste (left), and Walter Hockaday are smoothing out all of the wrinkles in the master pattern copy as they prepare to close up and seal the printing frame. The frame is then pushed under the battery of mercury lights which can be seen in the background. Fifteen to twenty minutes are required to transfer image from the copy to the plate.



the Change-Of-Address Department and an effort is made to make the necessary correction before the next issue is mailed out. If a notice is received that magazines are undeliverable at the address shown, the stencil is lifted from the file and stamped on a card. A notation is made as to the last issue mailed and the card is then placed in a suspended file until a corrected address is received. When this corrected address is received the card is pulled and a new stencil made. The missing copies will be mailed or an extension made to compensate for them, whichever the subscriber prefers.

A charge Department is maintained for McCALL's and REDBOOK subscribers who wish to open an account and these orders are handled by the Bruce Gordon Department of Accounts. McCALL's Magazine subscriptions are payable in full within sixty days and REDBOOK Magazine subscribers may make monthly \$1.00 payments.

Under the jurisdiction of the Subscription Department, the Circular Mailing Department handles the collating and stuffing of envelopes for all mailings made in connection with Subscription Fulfillment.

A circulation audit is made each year for the National Association of Magazine Publishers, of which McCall Corporation is a member. This audit requires an extensive statistical survey, upon the results of which advertising rates are based.

The growth of the Subscription Department has been both rapid and gratifying. In 1931, subscriptions for McCALL's Magazine numbered more than a million. Today the total is almost 2,500,000. In 1929, when we purchased REDBOOK, the subscription circulation was 250,000. It now totals 1,075,000. With this growth in subscription

came the necessity of expanding and at the present time the Subscription Fulfillment Department occupies 30,000 feet of floor space. In January, 1930, 100 girls were employed to handle subscriptions. There are, at the present time, 234 girls in the department.

In addition to subscriptions for McCall-owned publications, McCall Corporation is now under contract to handle Subscription Fulfillment for U. S. NEWS & WORLD REPORT, AMERICAN GIRL and AIR FORCE Magazines. While some of the details vary slightly for each of these publications from the regular routine followed on McCall's publications, they are along the same vein and the ultimate goal of service to the subscriber is maintained.

A reputation of good service to all subscribers is the share for each McCall employee in the Subscription Department and should be highly regarded.

Pattern Division

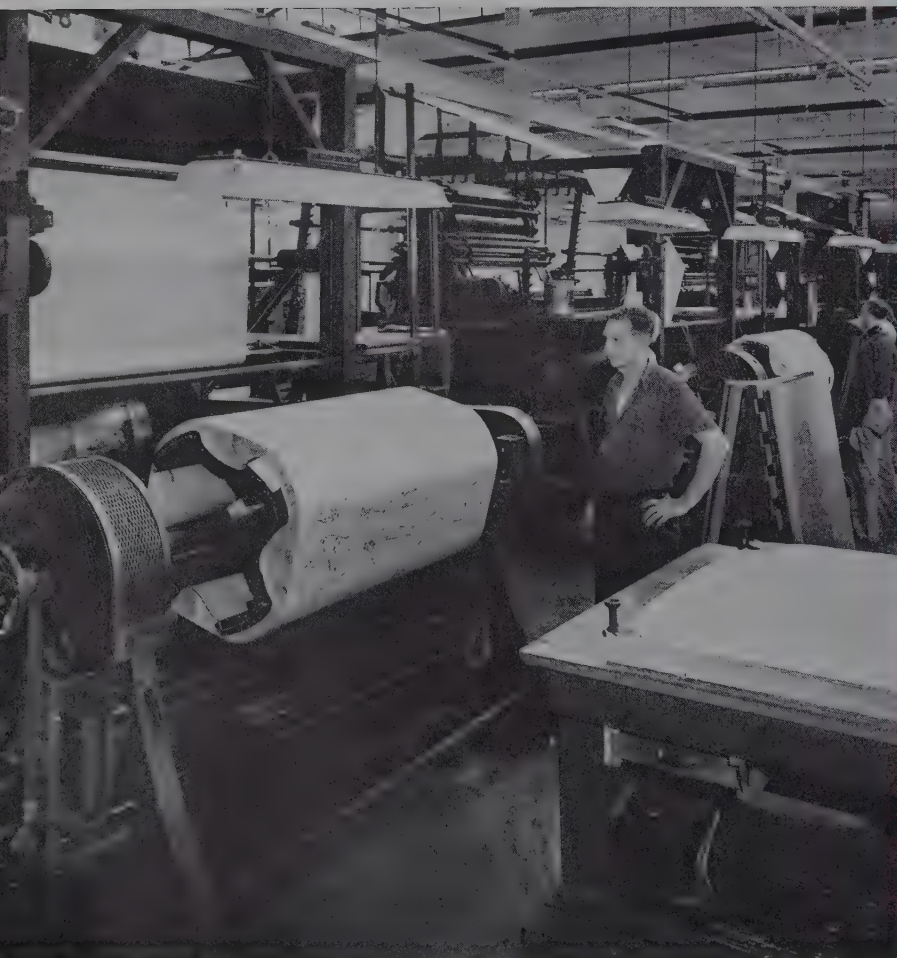
THE McCall Pattern Manufacturing Division is one of the most modern of its kind in existence, and the McCall Pattern was the first printed pattern to be placed on the market.

The printing of McCall Patterns is done by offset, or lithography. The first step in the manufacture of an offset press plate is the graining of a large sheet of zinc. To grain a plate simply means to roughen the surface with





John Dieste has removed a zinc plate from the printing frame and placed it on the developing rack. Here it is flooded with fresh water and then given a bath of aniline dye. This bath has the effect of clearly reproducing the image on the plate.



McCall Patterns are printed on the battery of six Scott Offset presses which are shown here. After the pattern has been printed the tissue web is wound on the collapsible reel which pressman Robert Baker is surveying. This "collapsible" reel is so constructed that as the web winds onto it, its circumference is reduced by a series of gears.

It is on this Webendorfer Perfecting Press that all McCall Cut and Sew Guides are printed. This press produces 16,000 impressions per hour, cuts the sheets to proper length and folds the Guides to size. Robert Rihm (foreground), is the pressman and Jack Hill is the flyboy.



abrasives. The plate is roughened for three reasons: first, and most important, to enable it to hold water in non-printing areas; second, to enable it to hold the work confined in the printing areas; and third, to give the coating applied in a subsequent operation a better foothold on the metal.

The plate is grained by placing it on the bed of the graining machine. It is clamped down and covered with steel balls and graining abrasives are spread over them. The bed of the machine is then put into a circular motion, moving the balls over the plate, and thus by constant movement of the steel balls over the sand a grain is produced on the zinc surface.

After the plate is grained it is carefully washed and thoroughly dried by high-speed fans. When dry it is taken to the air-conditioned Platemaking Room, where the first operation is to sensitize the plate. This is done by placing the plate on a large whirler which, when in motion, revolves at the rate of about 200 times per minute. This spreads the sensitizing solution evenly over the entire surface of the plate and dries the plate. The plate is then placed in an electrically-heated oven to keep it free of moisture.

In order to transfer the outline and printed instructions from the master copy supplied by McCall's New York Pattern Division, the plate is placed on the printing frame and the master copy is placed on the surface and carefully smoothed out to remove all wrinkles. The cover of the frame, which is a large celluloid sheet stretched over the upper frame, is lowered and fastened down. The frame is then rolled under a battery of mercury lights which harden the sensitizing solution in the non-printing areas, but where the pattern lines and printed matter appear on the copy in India ink, the light cannot penetrate and the sensitizing solution remains soft in these areas. After the plate has re-

mained under the lights the required length of time it is removed and hung on the developing rack where it is flooded with fresh water and a bath of analine dye which brings out the impression of the pattern clearly.

The plate is then placed on a second whirler where it is given a bath in muriatic acid which washes away all the analine dye. When the plate has dried it is removed and



Della Guess and Charles Wiseman operate envelope folding machine as Al Ziegenbein, acting foreman, looks on.



Planning Office workers are responsible for pattern production and the scheduling of work at Dayton.

hung on a rack where it is given a coating of asphaltum mixed with chloroform and benzol. It is dried by high-velocity fans and then given a coating of lithographer's ink. The plate is then placed in a caustic lye tank which removes the asphaltum and lithographer's ink in all the non-printing areas. It is given a bath in clear water and washed with a light solution of sulphuric acid, dried by fans, and coated with gum arabic to seal it against humidity.

The plate is then delivered to the proper press in the Offset Press Room and matched up with the print order and checked carefully to see that the number and size correspond. The plate is clamped on the press cylinder and the gum arabic removed.

An offset press has three cylinders: one for the plate, one for the rubber blanket and one for the pressure cylinder. When in operation the water and ink are applied respectively to the plate by the rollers. The images on the plate, which are of grease consistency, will hold the ink while the spaces hardened by the mercury lights will hold the water. Thus the ink from the images on the plate are transferred to the rubber blanket as they appeared on the plate. As the tissue paper web passes between the blanket



It is on huge band saws such as these that the tissue sheets are cut. The tissue or "lay" is pushed against the serrated blade which travels over wheels above and below the lay. Truman Easter is the operator in the foreground and Roger Harris is the operator in the background.

and pressure cylinders the image is transferred onto the paper.

The web is then wound on a collapsible reel which reduces, by a series of gears, the circumference of the circle, allowing the outside circumference to remain the same as the sheets are wound around the wheel. This permits perfect register. When one thousand sheets are wound on the reel the press is stopped and the web is sheeted by use of a buzz saw, which is drawn through the sheets. They are then removed to a table where they are inspected and properly marked for separation, and sent to the cutting tables where the tissue sheets are cut in "lays" of 1,000 by means of serrated band knives. The "lay" is pushed against the knife which travels over wheels above and below it. As the pieces are cut, they are stacked, tied in bundles, and placed in temporary shelving and the job ticket is marked for location.

In the meantime, zinc plates for the Cut and Sew Guides are being made by the same process as the pattern plates. The Cut and Sew Guides are printed on a Webendorfer Perfecting Press which prints on both sides of the web and cuts the sheets to proper length and folds the Guides to size.

The pattern envelopes, which are printed by the letterpress method in the Job Press Division, are delivered to the Envelope Manufacturing Department in sheet form where they are die cut to proper shape. These die-cut sheets are then fed into an International envelope-making machine which automatically folds, glues and delivers the envelopes in piles of fifty.

When a job is completely cut and the envelopes and Cut and Sew Guides are ready, an examiner is given the Finishing Order. He collects all of the pattern pieces and



In this unit all pattern elements are examined, tied into bundles, and sent by conveyor to the folders.

takes them to his bench, together with the envelopes and Cut and Sew Guides. Here he checks the pattern pieces for accuracy in printing and cutting. He also checks the envelopes and cut and sew guides for correctness of number and size. If the Order calls for 2,000 patterns, he separates the cut pattern pieces into four stacks of 500 each. To each stack is added 500 envelopes and Cut and Sew Guides. Each stack is then tied with rope and placed on the conveyor which carries them to the Pattern Folding Depart-



This is one of the two units in the Daxton Plant where McCall Printed Patterns are folded and stuffed into envelopes. After a period of "learning" these folders are able to produce approximately 1,300 patterns daily.



This is the second of McCall's pattern folding units. Girls in these units place the pieces of tissue over the crossbars of a folding rack, put the envelopes and Cut and Sew Guides on the table in front of them. They then collate all of the elements and stuff them into the envelope.

ments, where the girls fold on an average of 1,800 patterns per day.

As the jobs are assigned to the Folders in the Pattern Folding Department, the Folder's number is recorded on the control record. The operator then cuts the ropes and proceeds to make ready by checking off the pattern pieces against the number and size on the voucher and the diagram on the back of the envelope. She also stamps the number and size on paper bags and on the Posting Medium, or Stock Record slip. As the pieces are checked they are laid over the crossbars of the folding rack. The Folder stamps her number on the inside of the envelope flap, to identify her with the job and she then proceeds to collate the pieces by picking them up with both hands until she

gathers one of each piece. She then folds them to size, picks up the Cut and Sew Guide, together with the folded pattern, and inserts both in the envelope, thus completing the pattern.

As each twenty patterns are completed, they are placed in paper bags, on which the number and size of the pattern is stamped. When the 500 patterns are completely folded and placed in sacks, they are then taken to the Examiners' and Sealers' tables where the number and size on voucher is checked with the patterns, sack, and Posting Medium tag, which is placed in each sack of twenty patterns. The sacks are then sealed and several packs of twenty are tied together and placed on a conveyor which delivers them to the Stock and Order Department, where the job is checked



After folding, the patterns are bagged in amounts of twenty. They are then delivered to Stock and Order.



A conveyor belt brings the patterns to Stock and Order where they are prepared for shipment or storage.

All patterns which are not immediately shipped after manufacture are delivered to this stockroom where they are stored in numerical order for easy location for future orders. An approximate 3,000,000 patterns are stored on these shelves.



against order cards to determine if any are to be shipped to Branches. If so, they are counted out and delivered to Branch shipping tables. The balance is then taken to our stockroom where they are stored in numerical order for easy location for future orders.

The duty of the Stock and Order Department is to care for the stock and fill orders.

McCall's maintains a complete stock of patterns in open tills and from this stock, merchants' reorders are picked and carried to the tables where the patterns are rechecked against the orders and billed. Complete stocks for new accounts are also picked from the same tills, rechecked and packed in cabinets for shipment to stores. Many thousands of patterns pass over these tables every working day.

Monthly standing orders can be bulked, so to speak, and as many as forty orders are prepared in one operation. When the orders are completed they are delivered to the Pattern Shipping Division, where they are packed with McCall STYLE NEWS and McCall COUNTER CATALOGUES, for shipment to the stores.

In the Discard Department a clerical staff maintains a complete stencil file of every account and stencils all material included in the Inventory and Discard Kit sent to each dealer every three months. As the discard returns are received, they are checked in, reports written and sent to McCall's New York Office. All discard patterns are shredded before shipping them as waste paper to paper mills where the material is again made into usable paper.



A complete stock of patterns is maintained in open tills from which merchants' reorders are picked.



Monthly standing orders of new issue patterns for McCall dealers are being prepared for shipment.



Employee Services and Activities...

A CONTINUING program of employee services and activities was inaugurated by McCall Corporation immediately upon the location of its printing plant in Dayton in 1924. That program has grown to such proportions that today it embraces every member of the McCall family in one form or another.

McCall Corporation is not only interested in seeing that its employees have the finest equipment with which to work in the finest environment possible, but it is also vitally interested in the health, welfare, and happiness of every employee and his or her family.

As evidence of that interest listed below are a number of the major services and activities offered to McCall employees:

Group Insurance and Hospitalization, Medical Care on

the Job, Retirement Plan, Cafeteria, McCall Recreation Club, Safety on the Job, McCall Employees' Credit Union, Inc., McCall Employees' Civic Association, McCall SPIRIT, and the McCall Twenty-Year Club.

In addition to these services and activities there are numerous other benefits which accrue to the common good of all McCall employees. In this group are such items as Paid Holidays, Paid Vacations, Good Pay, Steady Employment, Opportunity to Advance, Good Working Conditions, and Employee Reduced Rates for Magazines and Dress Patterns.

On the pages which follow you will find a detailed explanation of the many benefits, services, and activities listed above which are available to every member of the McCall Family.

Group Insurance

EVERY McCall employee, after ninety days full-time employment, is enrolled in the Metropolitan Group Insurance Plan. This plan covers Life, Accident and Health, Hospitalization and Surgical Benefits for employees, and Hospitalization and Surgical benefits for the employee's dependents. A general description of the Plan is outlined in the chart below.



Irene Garrison handles all matters in the Dayton Plant which relate to McCall's Metropolitan Group Insurance Plan.

Class	Employee Benefits Are					Dependent Benefits Are		Employee's Contribution	
	Life Insurance	Weekly Sickness and Accident Insurance	Hospital Expense Insurance		Surgical Operation Insurance (Maximum)	Hospital Expense Insurance Daily Benefit	Surgical Operation Insurance (Maximum)	Employee's Insurance Only	Employee's and Dependent Insurance
			Daily Benefit	Physician's Attendance Benefit					
Employees whose basic salary is:									
Less than \$19 weekly	\$ 750	\$ 7.50	\$5.00	\$3.00	\$10 to	\$4.50	\$5 to	\$0.15 Wk.	\$0.51 Wk.
\$19 but less than \$25 Weekly	1,000	10.50	5.00	3.00	\$150	4.50	\$75	0.25 Wk.	0.61 Wk.
\$25 but less than \$35 Weekly	1,500	15.75	6.00	3.00		5.00		0.40 Wk.	0.79 Wk.
\$35 but less than \$50 Weekly	2,000	21.00	6.00	3.00		5.00		0.55 Wk.	0.94 Wk.
\$50 but less than \$75 Weekly	4,000	31.50	7.00	3.00		6.00		1.00 Wk.	1.45 Wk.
\$75 but less than \$95 Weekly	5,000	31.50	7.00	3.00		6.00		1.15 Wk.	1.60 Wk.
\$95 Weekly but less than \$7000 annually	7,500	31.50	7.00	3.00		6.00		6.40 Mo.	8.35 Mo.
\$7000 or more annually	10,000	31.50	7.00	3.00		6.00		8.15 Mo.	10.10 Mo.

The employee's contribution to the cost of the Plan is a fixed amount as determined by the chart. The balance of the entire gross cost is borne by McCall Corporation and any dividends paid by the Insurance Company is prorated between the employees and McCall Corporation in proportion to the amount contributed by each.

LIFE INSURANCE: The life insurance will be paid to the person named by the employee as beneficiary. The beneficiary may be changed at any time by presenting the policy to the Personnel Office and filling out the proper form.

ACCIDENT AND HEALTH: Benefits start after an employee has been disabled for seven consecutive days because of non-occupational injury or illness, and are paid for a period of thirteen weeks for any one injury or illness, provided the employee has been under the care of a physician. Benefits for disability due to pregnancy will be paid for a maximum of six weeks.

HOSPITALIZATION: Benefits start with the first day the employee is a patient in a legally-constituted hospital as a result of a non-occupational injury or illness. Benefits are paid up to 31 days for each separate period of hospital confinement due to different and unrelated causes. In addition to the daily benefit, payment is made for the actual amounts charged for Special Hospital Services, such as anesthetic, laboratory, X-ray, drugs, etc., up to ten times the daily amount shown in the chart.

SURGICAL OPERATION: Surgical Operation benefits are paid up to \$150.00 based on the type of operation being performed.

DEPENDENT'S HOSPITALIZATION: Benefits for the hospital confinement of a dependent are paid in the amounts indicated in the chart, except in the case of pregnancy. Benefits for confinement due to pregnancy shall not exceed ten times the daily amount allowed for Hospitalization benefits.

DEPENDENT'S SURGICAL: Benefits for a dependent are one-half the amount paid for an employee, except in the case of a surgical operation performed on a dependent due to pregnancy. No surgical benefits are payable for surgery due to pregnancy or resulting childbirth or complications.

NURSING SERVICE: Visiting Nurse Service is available to any employee living within the city limits at no extra charge. If the employee is injured or becomes ill while insured under this plan, and needs the services of a nurse, the Personnel Office should be notified at once. This service is available to the insured employee, but not to members of the family.

Medical Care on the Job

ON-THE-JOB health and protection service is provided by McCall Corporation for all of its employees. Three full-time nurses, one for each shift, are on duty each day. A company doctor, also, is available daily between the hours of 2:00 and 3:00 p.m. Employees who wish to consult with the doctor may arrange to do so by making a previous appointment with the nurse during the morning hours. In this way, the doctor's time can be so budgeted as to provide the maximum of service to all employees who

may need his help or advice. The services of the doctor and nurses are available to employees during working hours at no cost. The doctor is also available for emergency treatment at any hour of the day or night. An average of 750 patients are treated each week.

Any employee who is not feeling well, or has suffered any injury—even a scratch—is urged to report to the Medical Department after first notifying his supervisor. In this way, the risk of disease and the complications of infection resulting from injuries can be kept at a minimum.

Each new McCall employee is given a thorough pre-employment physical examination which is followed up by periodic physical check-ups. The purpose of these examinations is that no employee will be placed on a job which may endanger his health.

McCall's Medical Department is equipped with a modern eye examination machine, and all employees are required to have their eyes tested at the time that they have their physical check-up. If the result of the eye examination indicates that further attention may be desired, the employee is immediately advised to consult a reliable eye doctor.

In McCall's Medical Department is a fully-equipped surgery room which is maintained for emergency treatment not requiring hospitalization. Also, the hospital is equipped with a hydro-therapy whirlpool tub which is used for the scientific treatment of sprains, bruises, and contusions.

McCall Corporation makes every effort to provide for its employees a competent medical service, and encourages

Dr. Newton Leyda and Nurse Helen Oldfather direct activities in the Dayton Plant's Medical Department.

The doctor is available at stipulated hours while the nursing staff is on duty around the clock.



them to take advantage of the benefits which it offers. In cooperating to this extent, each person safeguards his own health and helps to minimize chances of disease among those with whom he works.

Retirement Plan

IN FEBRUARY of 1945 McCall Corporation presented to its employees in the United States and Canada a Retirement Plan which had been adopted by the Board of Directors after careful study and investigation.

The purpose of the Plan is to assist all employees in obtaining financial security so that they can retire from active duty at the age of 65.

All employees who were on the payroll as of December 31, 1944, and who had five years of accumulated service to their credit were eligible to join the Plan. Thereafter an employee became eligible upon the completion of five years of service. The Plan is divided into two parts. The first part provides for a fixed retirement income. This is paid for by a joint contribution of the Company and the employee. The second part provides for an additional retirement income which will depend on the Company's profits, and which is paid for wholly by the Company. The Trustee, which is the Chase National Bank, is in-

structed to invest all money set aside by the Company in the second part or Part B of the Plan, in interest-bearing security and life insurance on the individual member. This life insurance is not only a protection for the employee's family, but it accumulates a cash value that, if the member so elects at the time of retirement, can be added to the other sums set aside for the purchase of annuities.

Being aware that the older employees would not have the opportunity to accumulate an amount to their credit to make it possible for them to retire with sufficient security at the age of 65, a provision was written into the Plan whereby the McCall Corporation purchased an annuity for all employees who had been in the service of the Company longer than five years. The amount of Past Service annuity purchased was, of course, based upon the employees' length of service as well as their salary. This Past Service Annuity was purchased wholly by the Company. Also, all persons on the payroll at the time of the installation of the Plan, were permitted to work ten more years or until the age of 70, whichever comes first.

Benefits from the Retirement Plan are paid only upon retirement, termination of service or death. It is expected that, through arrangement with the John Hancock Insurance Company, funds available as benefits for members will be used to purchase life annuities beginning at the age of 65. However, a member may retire anytime after the age of 55 with the permission of the Pension Committee. Those retiring at an earlier date will naturally receive a much smaller annuity because there will be fewer years in which to build up his retirement fund and more years for the In-

As soon as a McCall employee completes five years of continuous service he becomes eligible

to join McCall's Retirement Plan. Ruth Coyne directs the Plan's program in the Dayton Plant.



surance Company to pay out his annuity. If a member terminates his employment, provisions have been made whereby all of his equity in the Plan is refunded to him. There are several different ways in which this distribution of funds can be made and they are based upon the manner of termination and the length of time an employee was a member of the Retirement Plan. In case of death all funds in trust for the member and any Life Insurance carried under Part B of the Plan are paid to the beneficiary.

The Plan has now been in operation nearly five years. There have been a number of members whose employment has been terminated. Also, some have already retired and there have been deaths. The manner in which all accounts have been settled gives to every McCall employee the assurance that the purpose of the Plan is being fulfilled.

Cafeteria

A COMBINATION of comfort, sanitation, and efficiency has been achieved in McCall's ultra-modern cafeteria, which was completed early in 1948. The cafeteria, which has a seating capacity of 340, has been provided with the most modern conveniences available. The temperature is

thermostatically controlled, and the air is filtered of all foreign particles. The fluorescent lighting is as near daylight as artificial lighting can be. Much of the noise is eliminated by the special acoustical treatment of the ceiling and the rubber tile floor.

The cafeteria is equipped with a belt-type conveyor which transports the dishes from the dining room to the dishwashing unit, thereby eliminating the inconvenience and the unsanitary conditions which are usually created by bus service.

As a service of McCall's Recreation Club, an automatic record player and a 25-watt amplifier have been installed in the cafeteria, along with a wide selection of the new long-playing records. The music is played constantly when the cafeteria is in use.

In order to provide prompt, efficient service for employees, a double serving counter has been installed. Each section of the counter is equipped with a service fountain, including a carbonator, from which soft drinks are made to order. A refrigerated unit has been provided for each section of the counter. These units keep salads and fruit juices cold.

Units which keep the food hot until it is served give off a dry heat, and are a vast improvement over steam tables. There are electric coffee urns, and also an electric grill and toaster, which are mounted on a portable stainless steel table. The section of dropped ceiling over the serving counter conceals special lighting fixtures and also provides

This beautiful cafeteria brings to McCall employees a combination of comfort, sanitation, efficiency, and well-cooked

meals that is unsurpassed in industry. It has been provided with the most modern conveniences available and seats 340.



a means by which food odors are exhausted before they reach the dining room.

The kitchen is divided into units, all of which are provided with the most modern equipment. There are three food preparation units, each of which has its own sink and refrigerator. They are the main cooking unit, the bake shop and salad preparation unit, which are combined, and the vegetable preparation unit. There is a large walk-in refrigerator for the main cooking unit, another for dairy products, and also one for vegetables.

Adjoining the main kitchen is a fully-equipped modern butcher shop. In the butcher shop, there is a large walk-in meat cooler, and a walk-in freezer. The butcher shop, as well as all of the walk-in refrigerators, is equipped with germicidal lamps which destroy bacteria.

The main cooking unit contains a battery of ranges which are covered by a large hood. In the hood are grease filters and exhaust fans which eliminate smoke and food odors.

The bake shop is equipped with a special freezer which is lined with many shelves. Here, the pastries are stored until they are baked. This special freezing process improves the pie crust, and also makes it possible for fresh rolls to be served every morning.

All dishwashing equipment is of stainless steel. Dishes are washed and sterilized in a scientific manner, in order to assure sanitation. After being prewashed, they are fed by a conveyor into a double-tank dishwashing machine,

where a cleansing solution of the proper strength is dispensed by electric eye. The dishes are rinsed thoroughly by a spray of boiling water, and are stacked on a table where they are permitted to dry. After each meal the entire dishwashing unit is cleaned with steam under pressure.

McCall Corporation has spent much time and effort in order to provide for its employees the finest cafeteria service available. As a result, McCall employees enjoy carefully prepared meals in a comfortable atmosphere at very moderate prices.

Recreation

NO MATTER how absorbing one finds his work, and regardless of the enjoyment he derives from it, in order to be truly happy and successful, he must have a certain amount of relaxation. Realizing the extreme importance of healthy minds and bodies in an industry, McCall Corporation has instigated for its employees a Recreation Club (financed through the McCall Employees' Civic Association), which enables each member to enjoy entertainment and relaxation at a minimum cost. In participating in the various activities which the Recreation Club offers, McCall



employees learn to play together as well as to work together. They are given the opportunity to share with others the interests which they have in common. Thus, they become united, not only by factory ties, but also by bonds of friendship, understanding, and good sportsmanship.

Some of the more popular sports which the Recreation Club makes available to both men and women employees are golf, bowling, basketball and softball, all of which are played weekly during season. In addition, there is a trap-shoot league for men, which shoots monthly, and Ping-pong tournaments for men only. In each league, there are teams which play at various hours during the day, in order to accommodate workers on all shifts. These activities are inter-departmental.

Other than the athletic activities which are carried on between departments, McCall Corporation sponsors Company teams in men's basketball, softball, golf and bowling. These teams are made up of individuals who have outstanding athletic ability and who desire to enter into com-

petition with other such industrial teams in the city. They constitute an organization known as the Industrial Recreation Association of Dayton. McCall's IRAD teams, with the exception of girls' basketball and softball, are financed by the Management of McCall Corporation. The girls' teams are supported by the Recreation Club through the McCall Employees' Civic Association.

The Recreation Club sponsors a Golden Glove boxing team, the membership of which is drawn from McCall employees. Coaches and trainers are also McCall employees and careful supervision is maintained at all times.

As a service of the Recreation Club, McCall's Cafeteria has been equipped with an automatic record player and a 25-watt amplifier. This equipment utilizes the new long-playing records. The music plays constantly during the lunch hour and at rest periods, and adds to the pleasant atmosphere of the Cafeteria.

The Recreation Club will purchase sporting equipment for its members upon request. Also, horseshoe and tennis



courts are made available for members who wish to use them.

Any employee can secure admission to a city swimming pool at half price by displaying his McCall Employees' Civic Association card, which identifies him as a member of the McCall Recreation Club.

In May of 1949, a Talent Show was sponsored by the Recreation Club. The cast consisted of McCall employees and members of their families. The purpose of the show was to discover and encourage hidden talent among McCall employees. It is the intention of the Recreation Club to sponsor such a show at least once a year.

Jointly sponsored by McCall Management and the Recreation Club is the McCall Picnic which is held annually at a local park. The park is reserved for an entire afternoon for employees and their families. All rides are free, and bingo and dancing are among the main attractions. A drawing is held in the ballroom, and various merchandise and cash prizes are given away. The McCall Picnic is one



of the really big events of the year, and is eagerly awaited by young and old alike.

One of the outstanding events of the holiday season at McCall's is the annual Christmas Party for children, also jointly sponsored by McCall Management and the Recreation Club. Here, the youngsters enjoy Christmas music and join in singing carols. The highlight of the afternoon is a visit from Santa Claus and the distribution of toys to the kiddies. Movies and various other forms of entertainment are provided. ❖

The Recreation Club sponsors dances for McCall employees as one of its projects. No charge is made for admission. For these dances, one of the more popular orchestras in the city is secured. There are floor shows during intermission, and other attractions such as dance contests and door prizes.

McCall's Recreation Club operates on the theory that the employees of McCall Corporation should be as happy as possible in the work to which they have devoted their time and efforts. This is the purpose of the Recreation Club—to provide a medium of healthful relaxation for McCall employees in their off-work hours.

Safety Program

ALONG with a Plant Hospital, an insurance program and a Retirement Plan, McCall's also offers a Safety program as a service to its employees.

For many years, McCall's has had a deep interest in the safety of its employees, realizing that only when a man feels that his work involves no undue danger can he do his best at his job. Consequently, every effort is constantly made to design each job in the safest way, to teach every

employee the safest and best methods of doing his job and to provide all necessary safety equipment and clothing.

Having a Plant hospital is a very fine and necessary thing, but how much better we all feel if accidents don't happen and employees don't need the hospital. To be able to treat an injury immediately is the work of McCall's Plant hospital, but to keep injuries from occurring is the duty of the Safety Department.

Like so many other employee services, the safety program is as much for the families of our employees as for the employees themselves. If the families of McCall employees know that the jobs to which their loved ones are going have been made as safe as possible, they need not worry about them. Happy employees, as well as happy families, is the aim of McCall Corporation.

Credit Union

IN 1935, a small group of employees, with the assistance of Management, met and organized the McCall Employees Credit Union, Inc. It had been the desire of the company for some time to find a way to assist its employees when they were confronted with financial problems. This seemed to be the way, for the purpose of a Credit Union is to promote thrift and to give financial aid to its members.

The Credit Union is governed by a Board of Directors consisting of nine members, a Supervisory Audit Committee of three members and a Credit Committee of three members, all of whom are elected at an annual meeting by the membership. At the annual meeting each member has one vote regardless of the amount of savings.

Any employee of the McCall Corporation in Dayton,

McCall's Credit Union owes much of its success to the officers shown below. Harold Barnes (left), is vice-

president; Kenneth Hamer is president; and Ruth Coyne has been secretary-treasurer ever since its organization.



Ohio, is eligible to join the Credit Union. At the time of joining, an entrance fee of twenty-five cents is paid. It is required by law that this be credited to our reserve for losses and does not show as a credit to savings. However, this is the only amount that is ever put into the Credit Union that the depositor does not get back. By written authorization an employee may have any set amount deducted from his pay for savings. This amount is paid to the Credit Union by the McCall Corporation on the employee's regular pay day and is credited to his account on that day. Cash deposits may also be made and funds withdrawn when necessary. A withdrawal requested by noon of any day is usually ready by 2:30 p.m. of that day.

Any member of the Credit Union is privileged to borrow money for a provident or productive purpose. If financial help is needed the member calls at the Credit Union office where he is assisted in making application for a loan. The application is then given to the Credit Committee for approval. All problems great or small are given the same consideration. Loans are repaid by weekly deductions from a member's pay and interest is charged at the rate of $\frac{3}{4}\%$ per month on the unpaid balance.

The net earnings of the Credit Union are paid to the membership in the form of dividends. This is not a set percentage but may vary from year to year according to the earnings.

McCall's Credit Union has become a part of our way of life. It now has assets of nearly a half million dollars and a membership of eighteen hundred who have been helped along the pathway to financial security.

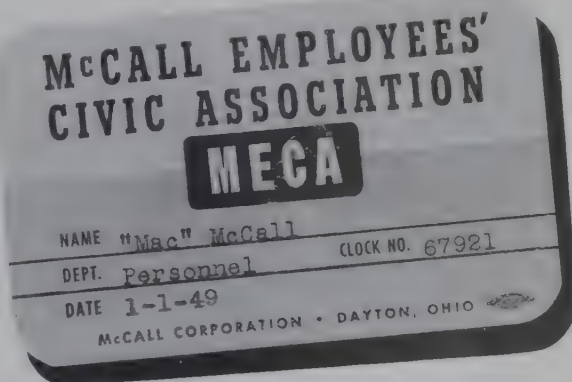
Civic Association

THE McCall Employees' Civic Association (MECA) is composed of McCall's Dayton employees who have pledged one-half hour of their salary each month to cover their annual contribution to charitable drives which are conducted throughout industry each year. In addition, it gives them membership in the McCall Recreation Club.

This program has been in existence just a year. Its purpose was to put an end to solicitations in the Plant and give everyone an opportunity to contribute on a pay-as-we-go basis, thus eliminating any sudden requests for money. It equalizes the giving since the contribution is based entirely on each individual income. What is given is not open to the scrutiny of a solicitor, because it simply becomes a monthly deduction by the Payroll Department. The total monthly deductions are then turned over to the Association Treasurer who is the auditor of McCall Corporation.

The Association has four officers, president, vice-president, secretary and treasurer. There are eleven members of the Executive Board. Both officers and members of the Executive Board were appointed for the first year's operation. Election will be held annually for the officers, and board members' terms as they expire, as these are set up on a one, two and three-year basis.

The officers and the Board are controlled by a constitution and by-laws. The sub-committee of the Board comprises the Budget Committee which meets and goes over all requests for funds of a civic nature from McCall employees. They consider the quota requested and make a recommendation to the Board for action. This is also true



in the case of the McCall Recreation Club as MECA finances the activities of the Recreation Club, which makes it necessary for the employees to have membership in the McCall Employees' Civic Association in order to participate in recreation activities sponsored by the Club.

The plan, as instituted by McCall's in forming this association, is becoming quite widespread throughout the country. We have received and answered many inquiries regarding the operation of this program. We believe that it will continue to grow in scope because of its simplicity and completeness. It gives the employee an opportunity to contribute painlessly to all charitable drives and it eliminates the time and effort on the part of Management in conducting drives within the Plant.

McCall Spirit

McCALL's industrial publication, true to its name, is one of the important factors which contributes to the cooperative spirit which exists throughout the entire McCall organization. It is a monthly magazine intended to foster a more complete understanding between the employees and the Management of McCall Corporation. It helps each employee to become better acquainted with his fellow workers, and to understand just what goes on throughout the Dayton Plant. At the same time, it gives him a general knowledge of the functions of McCall's New York offices and the branch offices all over the world.

McCALL SPIRIT has a reporter from each department in the Dayton Plant and from each division in the New York offices, as well as from the various Branch Offices all over the world. Each reporter has been chosen to represent his particular department because of his friendly attitude and cooperative spirit, and because he is capable of writing

MCCALL SPIRIT is but one example of what can be done when all employees show a desire to work together—the result of their combined efforts becomes a bond which unites them more closely.

IN 1944 McCall Management originated a plan by which some special recognition could be shown the employees who had a record of twenty or more years of service. A committee was chosen for the development of this idea, and from this beginning sprang McCall Corporation's Twenty-Year Club. The first annual dinner was held on July 18, 1945, at the Dayton Country Club. At this time,

Each McCall employee, upon completing twenty years of service, is presented a Hamilton wrist or pocket watch, according to his preference. Also, he receives a lapel pin bearing the Twenty-Year insignia. An employee, when he becomes a member of the Twenty-Year Club, is automatically entitled to three weeks vacation per year, thereafter.

Each autumn, a dinner is held for the members of the Twenty-Year Club. Following the dinner, the group is addressed by its incoming and outgoing presidents, by the general manager of the Dayton Plant, and by the president of McCall Corporation, who comes to Dayton for this occasion. Other McCall executives, also, from year to year, have visited Dayton to take part in this program. At this





There was considerable growth of membership in the Twenty-Year Club between 1945 (top photo), and the Class of 1948.

annual meeting, the newly-elected officers are inaugurated and new members are initiated.

Throughout its five years of existence, the Twenty-Year Club has remained a source of inspiration to the younger McCall employees who, themselves, are striving to attain the goal already reached by many of their fellow workers.

Miscellaneous

McCALL CORPORATION endeavors to render every possible service to its employees, assuring for them the finest of working conditions and environment. Through

the rendering of these services McCall employees have come to know that the company for which they work is sincerely interested in the welfare of McCall People.

GOOD PAY: Through continuing good service to McCall customers—those who read McCall-printed magazines or advertise in them and those who use McCall dress patterns—McCall Corporation is able to pay its employees for their part in the production of these magazines and patterns. It is the belief of McCall Corporation that all those who contribute to its success and prosperity should be adequately rewarded.

McCall's pay week is from Monday through Sunday. The Payroll Department then processes the payroll records for its employees, prepares the checks, and has them ready for distribution by the following Friday. Checks are distributed to each department by the foreman or supervisor.

In the event an employee is not present when the pay checks are distributed, he obtains his check at the Cashier's Office when he returns to work.

PAID HOLIDAYS: McCall Corporation recognizes New Year's Day, Memorial Day, Independence Day, Labor Day, Thanksgiving and Christmas as paid holidays. Employees are paid for these days provided they have been on the payroll two weeks prior to the holiday and have worked on the day preceding and following the holiday. If an employee is ill on the day preceding and following the holiday, he signs a form (available at the personnel office) so that he may receive his holiday pay.

VACATIONS: All hourly paid employees with less than one year's service are credited with one day's vacation with pay for every 23 days worked (Monday through Friday) up to five days. Those with one year's service but less than three years' service are given one week's vacation with pay. Those with three years' service or more have two weeks' annual vacation with pay.

All weekly paid employees with six months' service by May 1 of the current year have one week's vacation with pay. Those with one year or more service as of May 1 of the current year are given two weeks' vacation with pay. All vacations are figured on the period from May 1 of the preceding year to May 1 of the current year.

If a paid holiday falls during an employee's vacation period, his vacation is extended one day. The foreman arranges vacation schedules to conform with production requirements.

After twenty years or more of continuous service, all employees have three weeks' paid vacation.

STEADY EMPLOYMENT: The opportunities for continuing and steady employment at McCall's are excellent. The magazines that McCall Corporation publishes appear week in and week out or month in and month out throughout each year. McCall's dress patterns cover the full range of clothing from season to season, and are being constantly produced, regardless of the time of year.

OPPORTUNITY TO ADVANCE: It is a basic policy of McCall Corporation to "promote from within" whenever possible. McCall's wants each of its employees to make his work at the Plant his career. Foremen and department heads are constantly on the alert to see that each employee progresses as rapidly as his ability, effort, attitude and opportunity permit. Every effort is made to qualify each individual and to enable him to improve himself for advancement. Of course, some will move ahead more rapidly than others, depending upon the individual. McCall Corporation does everything in its power to be fair in handling promotions and advancements.

GOOD WORKING CONDITIONS: In planning McCall's Plant, every effort was made to create pleasant, healthful and safe surroundings for its employees. In order to maintain these conditions, McCall's has a regular staff of employees whose duty it is to see that rest rooms, eating facilities and working areas are kept in the best pos-

sible condition. However, this staff cannot keep everything spic and span every minute of the day—McCall employees are expected to aid them in keeping these places clean and orderly at all times.

PARKING FACILITIES: McCall Corporation maintains two parking lots for the convenience of its employees. One lot is located directly across from the Personnel Office on McCall Street. The other lot is located west of the building on Dennison Avenue, and is convenient for employees working in the west end of the building.

Guards make regular tours through the parking lots, but as it is impossible to have these lots under constant supervision, employees are urged to keep their cars locked at all times. Each person's car and its contents are his own responsibility.

REFRESHMENTS: Machines dispensing coffee, coke, milk, candy, ice cream, peanuts, cigars, and cigarettes are placed at various points throughout the Plant for the convenience of the employees.

MAGAZINES AND PATTERNS AT REDUCED RATES: McCall employees may purchase McCall-printed magazines and dress patterns at half price, and McCall Corporation will also secure for its employees subscriptions to other magazines at reduced rates.

LOCKERS: Lockers are available to all factory employees. Application for locker space is made in the Personnel Office. A small deposit is required for a key. However, the deposit money is returned when the key is surrendered.

BULLETIN BOARDS: Bulletin boards, on which are posted safety bulletins, recreation information, letters from Management, and a classified ad section, are placed at strategic points throughout the Plant.

Requests for living quarters and transportation, lost and found notices, articles for sale or rent, houses for sale or rent, and any type of classified advertisement are posted through the Personnel Office.

AUTO AND DRIVERS' LICENSES: Applications for Auto Licenses and Drivers' Licenses are accepted in the Personnel Office when they are renewable. This convenience eliminates the necessity of standing in line at the registrar's office.

NOTARY PUBLIC: A Notary Public is available in the Personnel Office at no charge to employees.

COUNSEL: Any employee, or any member of his family, who may be in need of advice on financial or legal matters, or any other matter, is free to consult the Personnel Office. All conferences are, of course, strictly confidential.

TOURS OF PLANT: Any McCall employee wishing to make arrangements for a group of friends to tour the Plant may do so by securing a pass from the Personnel Division.

APPROXIMATELY



150,000



DRESS PATTERNS



DAILY



THE average woman who sews and uses McCall Printed Patterns takes for granted the fact that when she opens her pattern envelope all of the pieces within will be intact, instructions will be clear and concise, and the pattern itself printed and cut in a fashion which will make her job as easy as possible. What the woman who sews doesn't realize is the many intricate steps which are involved in the manufacture of that pattern. The creating of the design is the first step in giving birth to a new pattern. The design is put onto paper, cut from muslin material, the master pattern is made, this master pattern is then photographed and the resultant positive film is shipped to Dayton. Here the process of graining, platemarking, printing, cutting, folding, packing, and shipping takes place. The thought which is even more obscure in the mind of the woman who sews is that the pattern which she holds in her hands is only one of the approximate 150,000 patterns which are manufactured each day in the Dayton Plant.

